

CHAPTER 43

TRAINING AND DEVELOPMENT

Refer to the collective bargaining agreement with AFGE Local 1770 for additional provisions pertaining to bargaining unit employees.

43-1. PURPOSE.

This chapter covers the guidelines on Ft Bragg Civilian Training and Development policy, responsibilities, and procedures. Any questions on the information covered in this section should be directed to the Dragon University, 396-2534/7741.

43-2. SCOPE.

This chapter applies to all activities employing civilian employees who are paid from appropriated or non-appropriated funds and to military personnel when they participate in courses sponsored by a government agency conducting training primarily for civilian personnel.

43-3. EXPLANATION OF TERMS.

For the purpose of clarification and guidance, the following definitions apply:

a. Training is the process involved in transferring knowledge or skill or both from an individual who possesses them to a person who does not. Training is the term most often used to describe the organized, instructional process which may be used to improve an individual's current job performance, help him/her acquire capabilities needed in a future assignment, and/or teach skills, knowledge, attitudes, organizational values, etc.

b. Development involves creating or using situations where no one "right way" exists, where a permissive atmosphere is of paramount importance, and where the end product (behavior) can be described only in very general terms, if at all. Development encompasses learning situations where changes in attitudes and behavior and the growth of personalized skills (as distinguished from task-related skills) are the primary objectives. Development is people-oriented, based on the presumption that all individuals have within themselves much greater potential than they ever realize. Development is concerned not only with increasing proficiency in current assignments but also with long-range growth and enrichment of the individual. In practical

application-development frequently leads to challenging assignments, which, while providing leeway for errors, also stretch the individual's talents and demand highly creative efforts.

43-4. POLICY.

a. It is the policy of the Department of Defense to provide all training necessary to assure maximum efficiency of civilian employees in the performance of their official duties, and to encourage employees in their efforts to improve themselves. Training needs will be reviewed and effective training practices and techniques applied to enhance employee performance and to meet present and anticipated needs for employee skills, knowledge, and abilities.

b. The Department of the Army regards the training of its manpower resources in the successful accomplishment of its mission, and by increasing the capabilities and performance level of its employees, the Army increases its effectiveness. Management officials at all levels are responsible for the development of employees as a direct means of achieving efficiency.

c. Army training policy requires that training be given only in response to an existing or foreseeable need.

d. In addition to the general policy stated above, the following specific directions will apply:

(1) Employees who need training will receive equal opportunity to participate in programs without regard to their race, religion, sex, national origin, age, political affiliation, marital status, physical handicap, or membership or non-membership in any employee organization. All employees will be given equitable consideration in selection for training, which has promotion potential. Supervisors will follow local merit promotion program provisions when they select career or career-conditional employees for training intended primarily to qualify them for promotion.

(2) Required training will normally be conducted on official time and will be considered a part of the employee's regularly assigned duties. Resources to support such training will be programmed and planned for during the annual training needs inventory cycle. Individual training costs will normally be borne by the employee's activity. For economy of time and resources, group training given on site may be centrally funded.

(3) Officially sponsored training will be regarded as an integral part of the production effort and will be planned and budgeted by the requesting activity in the same manner as is done for space, material, and manpower.

(4) Employees will be encouraged in their efforts for self development to acquire skills and knowledge that will increase their effectiveness. However, training expenses and time required for courses, which are not job related, are the responsibilities of the employee. In some cases, supervisors may authorize a variation of the regular work schedule of an employee to permit the employee to take a course given during duty hours, provided the change does not appreciably interfere with the accomplishment of the mission of the organization. It is not appropriate for supervisors to grant administrative leave for employees to attend training courses, which are not job-related. Supervisors should contact the Management-Employee Relations for additional guidance in this area.

(5) Non-government resources and facilities will be used for providing training only in those cases where the management officials determine that there are no satisfactory training programs available within the DOD or other federal agencies; or, when based upon cost comparison, timeliness, or other factors, it is deemed more appropriate to utilize non-government facilities.

(6) Employees taking job-related courses in non-government facilities may be provided assistance in paying training costs (e.g., tuition, and books) to the extent permitted by regulations and the availability of funds. Effective 1 August 1995, key management officials were delegated approval authority for approval of non-government training. When an employee enters into a contract or agreement for non-government training without prior approval, the entire cost of training will be borne by the employee.

(7) The guidance and assistance of Dragon University will be solicited at the time supervisors begin preparations for conducting planned on-the-job or classroom training within their own organizations.

(8) Newly assigned first-line supervisors of civilian employees will complete the Basic Supervisory Correspondence Course within six months of their initial appointment and the Leadership Education and Development Course.

(9) Each employee is expected to be evaluated at least once a year in terms of his training needs. Training is an inherent part of the work situation and is a responsibility of

management. There is an obligation to help develop the competence needed to assure effective employee performance on the job and for planned future assignments.

43-5. RESPONSIBILITIES.

a. Commanders, staff officers, and activity directors and their subordinate supervisors are responsible for planning and maintaining a training and development program that will meet their immediate and long range needs as follows:

(1) Determine the needs of the organization and program, conduct, record, evaluate, and report all training of personnel.

(2) Ensure that military and civilian supervisors at all levels of supervision understand and fulfill their responsibilities for developing employee job competence, and provide advice and assistance to subordinate supervisors in the discharge of their responsibilities.

(3) Plan, budget, and provide necessary funds for travel and per diem, tuition costs, contract costs, training aids, and supplies; and required administrative support to accomplish necessary off-post civilian training.

(4) Ensure that all planned training is coordinated with the Dragon University so those regulatory requirements are met.

(5) Participate in the installation training program by making qualified personnel available, when appropriate, to serve as instructors; and providing training facilities, when available, for training employees.

(6) Approve non-government-training requests as appropriate prior to permitting an employee to enroll.

(6) Provide for functional training, which concerns the functions for which they are responsible. Examples are: the ACofS Resource Management provides management improvement training programs; the Installation Safety Director provides safety training; the EE00 provides EEO training.

b. Dragon University:

(1) Provides policy guidance and staff assistance in identifying training needs, and establishing and coordinating civilian training and development programs to meet the mission requirements.

(2) Coordinates and pools the training resources and facilities at this installation with other Army installations and with other Federal agencies for the purpose of reducing costs and increasing effectiveness.

(3) Conducts group orientations of new employees on Federal and Fort Bragg personnel policies, practices and working conditions.

(4) Accomplishes the monitoring, evaluation, and reporting of training required by law and regulations, and reviews compliance with established policies.

(5) Conducts pre-survey orientations of managers and supervisors on the training needs survey process.

(6) Announces interagency training opportunities, provides available training resources and course quota allocations, reviews training requests, obtains quotas; enrolls employees in government and non-government training, education, and developmental opportunities for training which is centrally funded by Department of the Army of FORSCOM and long-term training such as PME, AMSC, OLER, etc.

(7) Maintains a copy of the Army Correspondence Course Program (ACCP) catalog and other training publications for use by employees.

(8) Provides assistance to career program managers in the training and development of career employees, and monitors the training and promotions of career interns for compliance with DA career management policies and requirements.

(9) Prepares statistical data on training activities for higher headquarters and provides support to managers and training committees in making decisions for ongoing management and employee training activities.

(10) Programs, budgets, and reports funds designated for training activities.

(11) Develops curriculum as required.

(12) Provides training for all of Fort Bragg on subjects such as Total Quality Management, Customer Service, Team Building, Coaching and Counseling, Benchmarking, Activity Bar Costing, and Process Mapping.

(13) Gathers data and publishes Training Catalog for all of Fort Bragg yearly.

(14) Provides facilitators to facilitate meetings and planning sessions as required.

c. Managers and supervisors:

(1) Ensure that new civilian employees are properly oriented on the duties of their positions and work rules.

(2) Keep abreast of local policies and procedures on employee training

(3) Budget for the cost of training (including indirect costs such as travel and per diem).

(4) Determine and identify employee-training needs by responding to the annual training needs survey (fiscal year training plan) for planning, scheduling, conducting, and reporting purposes.

(5) Develop on-the-job training plans, which will assist the employee in learning assigned duties and tasks.

(6) Assist in the development of individual employees by:

(a) Continuously evaluating each employee's job performance in light of job and career requirements- Formulating and maintaining a plan for individual development based on such training needs.

(b) Providing or utilizing training opportunities that best serve the needs of the organization and career goals of the individual.

(c) Assuring that all categories of employees get the training required by higher headquarters, local managers, and EEO plans of action.

(d) Submitting DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) through the Activity Training Coordinator, in sufficient time to meet scheduling requirements.

(e) Evaluating training received by employees in terms of increased individual competence on the job and improved efficiency.

(f) Encouraging employees to participate in self-development activities.

(g) Receives all requests for non-government training and certifies that approved requests meet statutory and regulatory requirements.

d. Employees:

(1) Assess their strengths and weaknesses with regard to experience and training needed to do a better job and to pursue a plan of self-development.

(2) Plan career goals with their supervisors and fulfill their obligations with respect to the execution of their career plans.

(3) Take full advantage of self-developmental opportunities when made available by the Department of the Army, and apply the newly acquired knowledge to their jobs.

43-6. ON-THE-JOB-TRAINING.

Supervisors conduct on-the-job training continuously by answering questions, demonstrating how to do specific tasks, and providing guidance. A new employee, or someone doing a new job, often calls for a substantial amount of on-the-job training. You can improve your ability to conduct on-the-job training by accomplishing the following:

a. Analyze the job. List, step-by-step, each task that makes up a particular job. Decide which tasks require training.

b. Set training objectives. Be specific about what employees should be able to do (or do better) if the training is successful. Use measurable action words in setting objectives.

c. Train people thoroughly. Tell people what they're supposed to do; show them how you do it; have them tell you what must be done; and finally, have them show you that they can do it. Then empower them to do the job.

d. Evaluate your training. You can improve your own skills by evaluating the training you give. Ask employees questions to see if they understand what you're teaching them. Let them practice what you have taught. You may find it helpful to use performance standards in evaluating training. If you don't have the time to train employees personally, delegate the task to an experienced employee.

43-7. CLASSROOM TRAINING.

If on-the-job training may not be possible or sufficient,

supervisors should consider sending employees to formal training classes. Request assistance from Dragon University in determining courses that best meet your needs. Look at the objectives listed for the course you are considering to ensure they meet your requirements.

43-8. TRAINING SOURCES.

Your activity has the authority to pay for job-related training from all sources including your own agency, other agencies, and non-government facilities. The Dragon University will assist you in selecting sources of training and organizing local classes if required.

43-9. RESTRICTIONS ON TRAINING.

The Government may not fund training given for the sole purpose of obtaining a degree. However, this prohibition is not to be construed as limiting the authority of agencies to assign their employees to training in non-government facilities when the training is for the purpose of developing skills, abilities, and knowledge which will best qualify them for the performance of official duties. If, in the accomplishment of this training, an employee receives an academic degree, this may be considered as an incidental byproduct of the training.

43-10. COUNSELING.

Beneficial career counseling depends on your skills and the skills, career goals, and interests of the employment you are counseling. You should:

- a. Determine potential for higher level work by learning about an individual's interests and most satisfying accomplishments on and off the job.
- b. Help identify jobs for which an employee has potential and which are likely to be open.
- c. Find out what qualifications (training or experience) are needed to fill the jobs.
- d. Help your employees meet the qualifications.

43-11. ALTERNATIVES TO TRAINING.

Even though training may improve an employee's performance, there are some less expensive steps you should take first:

a. Inform your employees what's expected of them; provide feedback when they are doing the job right, and when they are doing it wrong.

b. Reward employees who are doing the job right.

c. Initiate corrective action against those who can but don't do what's expected. (Contact the MER Division, 6-6122 for assistance.)

43-12. DETERMINING AND REPORTING TRAINING NEEDS.

a. Determining and reporting training needs and requesting quotas in courses are the responsibilities of management at every level. The sequential phases of the total process of determining training needs are:

(1) Identification of training needs is the evaluation process in which actual capabilities or actual performance of employees is measured against performance requirements to determine the skills, knowledge and abilities that are lacking. Training needs so identified must relate to improvements needed for the present job and for career development as reflected in established career program training plans; effective performance and support to mission accomplishment; goals and objectives of federal programs such as equal employment opportunity, upward mobility, supervisory, managerial, and executive development requirements.

(2) Inventory of training needs is the planned reporting or analyzed documented needs to Dragon University at the time of the annual survey.

(3) Establishing a fiscal year plan involves the study of the inventory and determination of how many of the needs can be met in a given period of time, the setting of priorities, and the determination of available resources.

b. It is the policy of the Department of the Army that training should be given only in response to an existing or foreseeable need. A systematic planned review of training needs will be completed annually prior to the beginning of the ensuing fiscal year. This review will be made and recorded prior to submission of budget estimates. Training requirements in the inventory will be considered in preparing the fiscal year budget of the organization so that funds necessary to support needed training may be programmed.

c. Dragon University will furnish procedures and established time periods for the annual inventory in coordination with activity Resource Management offices. Projected training costs for the upcoming fiscal year will be furnished to appropriate budget officials.

43-13. PROCEDURES FOR REQUESTING TRAINING.

a. Supervisors will initiate training requests for their subordinates. All civilian training, four hours or more in length, or any training for which government funds are expended must be requested on DD Form 1556. Requests for non-cost training under 4 hours may be requested by Memorandum. All requests for non-government training, regardless of length, must be accomplished by DD Form 1556.

b. Instructions for completing DD Form 1556 are provided on the reverse side of Copy 10 of the form. Your Activity Training Coordinator may provide additional instructions and information concerning specific training. Dragon University will provide assistance to supervisors who have questions concerning nominating procedures.

c. Completed training requests should be forwarded through normal supervisory channels to Activity Training Coordinators. Your activity coordinator will provide administrative review and send training requests to Dragon University.

43-14. SELECTING EMPLOYEES FOR TRAINING.

a. Employees will not usually be selected for training to prepare them for promotion, unless they have been selected to participate in one of the Army's special programs, such as the Upward Mobility Program, Career Intern Program, or the Apprenticeship Program. Selection of employees to participate in any of these programs will be made under the provisions of Fort Bragg's Recruitment and Placement Plan. If, however, the particular situation is covered by a training agreement approved by the OPM or the Department of the Army, the method of selecting specified in the agreement will apply.

b. Selection for training which would qualify an employee for reassignment to a position in a different line of work with known promotion potential (unless employee is participating in the excepted type of training discussed in paragraph a above) will be subject to the merit promotion requirements. Assistance in making this determination can be obtained from Dragon University.

c. Supervisors, in selecting career or career-conditional employees for training, will be reasonably assured that the services of the employee will continue to be needed.

d. No employee having less than one year of current, continuous civilian service is eligible for non-government training unless the Secretary of Defense determines that the postponement of the training would be contrary to the public interest. The Secretary has determined that the postponement of the following types of training would be contrary to the public interest, and may be approved for employees with less than one year of current, continuous employment:

(1) Training in non-government facilities that does not exceed 40 hours within a single program.

(2) Training provided by manufacturers as part of the normal service incident to the initial purchase or lease of their products under procurement contracts.

(3) Training through correspondence courses.

(4) Training essential to protection of life, safety, or property.

(5) Training essential to law enforcement activities.

(6) Training that employees can take at little or no cost to their agencies, other than salary expenses.

(7) Training that is part of a formal apprentice-training program in a skilled trade.

(8) Training that is relatively short, highly specialized, very closely job related, and of immediate application.

(9) Training which is an integral part of a formal, entry level, development program.

e. The assignment of an employee to training through a non-government source for the express purpose of obtaining a degree is prohibited.

f. When training is given to some but not all employees in an organization, supervisors will consider the following factors when selecting employees for training in either government or non-government facilities:

(1) A relative degree of each employee's need for the training.

(2) The relative potential of each employee.

(3) The relative extent to which each employee's knowledge, skill, attitudes, or performance is likely to be improved.

(4) The relative ability of each employee to pass the training on to upon return to the job.

(5) The relative length of time and degree to which the supervisor expects to benefit from the employee's improved knowledge, skill, attitudes, and performance.

(6) Training opportunities previously offered to each of the employees.

(7) Each employee's interest in and efforts to improve his/her work.

(8) Each employee's career plans and intentions toward continued employment.

(9) To what extent each employee meets all requirements for course attendance.

(10) Availability of specific courses at the time and place needed.

g. Supervisors should identify alternate nominees in the event substitutions become necessary.

h. No employee will begin training in a non-government facility without prior approval of manager and activity training officer.

i. Managers at all levels have an obligation to ensure that additional skills and knowledge acquired by employees through off the-job or on-duty training are used upon return to their jobs. The employee has a corollary responsibility to apply the learning to the job situation. It is essential in assigning employees to training that plans be formulated to use the newly acquired skills and abilities after the training is completed and that such plans are carried out.

j. Supervisors will ensure employees who receive training in non-government facilities in excess of 80 hours sign a continued

service agreement (Item 33, copy I and 8 of DD Form 1556). The agreement will require employees to remain in continued service for a period of three times the length of the training received.

k. Managers at all levels are responsible for ensuring that the interests of the Government are protected whenever an employee fails to complete training, either in government or non-government training facilities, for which the Department of the Army pays all or part of the training expenses. The following guidelines will be followed:

(a) Government training:

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

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

(b) Non-government training:

(1) Whenever an activity agrees to pay for training or requires the employee to share the expense of the training, the employee will be fully apprised of any such provision in advance.

(2) When an employee fails to complete non-government training satisfactorily, actions described in (1) or (2) below will be taken. Employees will be apprised in writing of this requirement prior to the beginning of training.

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

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

43-15. EVALUATION OF TRAINING.

a. Evaluation of training is required for the following purposes:

(1) To provide a clear-cut and accurate picture of what has been accomplished by the training.

(2) To furnish information about the strengths and weaknesses of the program itself, thereby providing a basis -for making improvement for future training.

(3) To help determine whether the training program is contributing effectively to the achievement of organizational missions and attainment of management goals.

b. An inherent part of any training program is the follow-up by management to determine that the learning is actually on-the-job and that the training is used as effectively as possible in meeting the needs of management.