

**Civilian Personnel
TRAINING AND DEVELOPMENT**

History. This is the 2d printing of JRTC and Fort Polk Regulation 690-28.

Applicability. This regulation applies to all appropriated fund employees assigned or attached to the JRTC and Fort Polk for civilian personnel administration and to all military supervisors of civilian employees, and employees of any other serviced organizations that may be stationed at this installation. Health Services Command employees are subject to the provisions of this regulation, unless specific directives are issued to the contrary. Changes to this regulation are not official unless they are authorized by the Director of Information Management (DOIM), Fort Polk, LA.

Suggested Improvements. The proponent agency for this regulation is the Director of Civilian Personnel. Users are invited to send comments and suggested improvements on DA Form 2028, Recommended Changes to Publications and Blank Forms, to Commander, Joint Readiness Training Center and Fort Polk, ATTN: AFZX-CP-LMERT, Fort Polk, LA 71459-5341.

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Table of Contents

1. Purpose	1	8. Management Training	5
2. References	1	9. Self-Development	6
3. Policies	1	10. Payment of Training Expenses	6
4. Responsibilities	1	11. Training Needs Survey	7
5. Selection and Assignment of Employees for Training	2	12. Managerial Development	7
6. Employee Orientation	4	13. Reporting Requirements	8
7. Supervisory Training	4	14. Attendance at Meetings	8

JRTC & FP Reg 690-28

1. **PURPOSE.** The purpose of this regulation is to establish regulatory policy and procedural guidance for the training and development of civilian employees and military supervisors of civilians serviced by the Directorate of Civilian Personnel (DCP), Joint Readiness Training Center (JRTC) and Fort Polk.

2. REFERENCES.

- a. Army Regulation (AR) 10-20, Civilian Personnel Administration.
- b. AR 690-400-410, Training.
- c. Department of the Army (DA) Pamphlet 351-4, United States (US) Army Formal Schools Catalog.
- d. DA Pamphlet 351-20, Announcement of Army Correspondence Courses.
- e. Title 5, Code of Federal Regulations (CFR).
- f. Title 5, United States Code (USC).

3. POLICIES.

a. Training and development are integral parts of the personnel management responsibility of managers and supervisors at all levels. Therefore, training and development will be aggressively used to ensure that employees are able to perform their duties and meet present and planned needs to improve or develop employee knowledge, skills, and abilities. Every employee who needs training and meets selection criteria will have an opportunity to participate, without regard to race, religion, color, national origin, sex, age, or physical handicap.

b. Positive action will be taken by each program director to ensure that funds needed to support civilian training requirements are identified and included in budget requirements in accordance with the normal budget cycle. A separate line item in the budget must be established for civilian training costs to provide management a basis for ensuring funding and tracking the training investment.

4. RESPONSIBILITIES.

a. Command Training Committees. These committees are optional and are appointed to assist commanders in planning, coordinating, executing, and evaluating the civilian training and development program. Establishment of these committees does not relieve managers, supervisors, or the employee development specialists of their inherent employee training responsibilities.

b. Directors/Commanders. Directors/commanders are delegated approval authority for short-term civilian training (120 calendar days or less). However, directors/commanders must be trained regarding this important responsibility and proper procedures before first exercising their authority to approve training. The only exceptions to this authorization are training centrally funded by DA or Forces Command (FORSCOM) and long-term training.

c. Managers/Supervisors. Managers/supervisors at all levels will:

- (1) Provide training for managers, middle managers, supervisors, and employees as determined by training needs surveys and reviews.
- (2) Ensure that all personnel appointed to supervisory positions complete the required basic supervisory development training.
- (3) Program and send civilian employees to off-post facilities, when needed, to meet civilian training requirements.
- (4) Adhere to the policy of selection for training opportunities (see paragraph 7 below).
- (5) Ensure that all college courses approved for tuition reimbursement are related to the employee's current duties and/or will assist in achieving the organization's mission.
- (6) Budget for training and development activities.
- (7) Ensure supervisors and employees are provided information concerning off-the-job training and self-development opportunities.

(8) Survey training needs as a basis for planning, programming, and budgeting training activities.

(9) Evaluate training efforts against objectives of increased knowledge, skills, and abilities; monetary savings; productivity; accident prevention; and improved work behavior.

(10) Complete orientation and job-induction training for newly assigned or reassigned employees.

(11) Ensure Section D, Item 36 of the Request Authorization Agreement Certification of Training and Reimbursement, Department of Defense (DD) Form 1556, is completed when employees return from training, and is submitted to the Directorate of Civilian Personnel (DCP), Labor/Management-Employee Relations and Training Division.

d. Employee Development Specialists (EDS). The EDSs, under the DCP's direction, will:

(1) Work with management at all levels to ensure that an effective training program is maintained and includes, as a minimum, civilian employee orientation, military supervisor orientation, technical training, and mobilization training.

(2) Provide individual or group counseling services to employees regarding personal self-development and career programs.

(3) Provide, coordinate, and arrange for classroom facilities, instructors, and training materials.

(4) Coordinate all training provided to civilian employees, to include securing nominations, scheduling, etc.

(5) Keep management informed of new developments and opportunities in the training field.

(6) Advise management on conducting the Training Needs Survey.

(7) Evaluate the overall effectiveness of the Installation Training Program.

e. Activity Training Coordinator (ATC). The ATCs will:

(1) Serve as the focal point within each activity for processing civilian training requests.

(2) Serve as a point of contact (POC) with DCP, Labor/Management-Employee Relations and Training Division.

(3) Obtain quotas from DCP, Labor/Management-Employee Relations and Training Division.

(4) Provide instruction and assistance to personnel responsible for the preparation of training requests within the activity.

(5) Review DD Forms 1556 for accuracy and completeness.

(6) Ensure that DD Forms 1556 are forwarded to DCP, Labor/Management-Employee Relations and Training Division.

(7) Maintain copies of DD Forms 1556 and course evaluations for post audits in their organizations.

f. Employees. Employees will:

(1) Apply themselves to afforded training opportunities.

(2) Apply learning to their jobs and pass the training on to others.

(3) Take part in the Training Needs Survey.

(4) Submit completed copies of DD Forms 1556, Section D, Item 36, through their ATC to DCP, Labor/Management-Employee Relations and Training Division, after return from off-post training.

5. SELECTION AND ASSIGNMENT OF EMPLOYEES FOR TRAINING.

a. When training will be given to some, but not all, employees in a given occupational or organizational group or level, all employees will be advised of the

JRTC & FP Reg 690-28

proposed training and will be given an opportunity for selection to attend the training. Factors to be considered in selecting from among those who might be trained are as follows:

- (1) The relative degree of the employee's need for training.
- (2) The relative potential of the employee for advancement.
- (3) The relative extent to which the employee's knowledge, skills, aptitude, and/or performance are likely to be improved by training.
- (4) The relative ability of the employee to pass the training on to others upon returning to the job.
- (5) The relative length of time and degree to which the organization expects to benefit from the employee's improved knowledge, skills, aptitude, and performance.
- (6) Training opportunities previously afforded the employee in the given occupations or organizational groups or levels.
- (7) The employee's interest and individual effort to improve his work.

b. For the purpose of filling a position by promotion, the training of an employee may be accomplished only when one of the following conditions applies:

- (1) The position is covered by an established career program, but the career referral has not produced a qualified employee.
- (2) The position is not covered by an established career program and positive recruiting has not produced a qualified employee within the proper area of consideration.
- (3) When positive recruiting within the appropriate geographical area has failed to produce an employee of equal ability and suitability who is fully qualified for the position, selection for required training will be made on a competitive basis. This will be in accordance with the provisions of the

governing career program or the Merit Placement and Promotion Program, whichever is applicable. The area of consideration will be that area proper for the position to be filled at the full performance level rather than at the trainee level.

(4) When the particular situation is covered by an approved training agreement with the Office of Personnel Management, the method of selection provided in the agreement will apply.

c. All employees will be encouraged to participate in self-development activities; however, employees are basically responsible for their own development. Assistance may be provided in developmental efforts related to official duties by payment of college tuition (if requirements are met), adjusting the employee's workweek to enable the employee to pursue courses of instruction available only during work hours, and/or allowing the employee periods of leave without pay (LWOP) or annual leave (AL) for courses available only during regular work hours.

(1) A special tour of duty of not less than 40 hours may be authorized to permit an employee to take a college course when it is determined that:

(a) The course being taken is not training under Title 5, USC, Chapter 41.

(b) The rearrangement of the tour of duty will not appreciably interfere with the accomplishment of the work to be performed.

(c) Additional cost for personnel services will not be incurred.

(d) Completion of the course will equip the employee for more effective work in the agency.

(2) Courses taken under Title 5, USC, Chapter 41, are directly related to the work of the organization and the time spent in the course is considered part of the employee's workweek.

(3) Leave without pay may be granted for educational purposes when the completion of the course will contribute to DA's best interest. Absences of 30 consecutive days or less, or intermittent days of LWOP, may be approved by the manager. Leave

without pay in excess of 30 consecutive days must be submitted to the DCP for approval/disapproval. Each request will be examined closely to ensure that the value to the government or the serious need of the employee is sufficient to offset costs and administrative inconveniences as follows:

(a) Incumbency of a position.

(b) Obligation to provide active employment at the end of the approved period.

d. Employees will be expected to return to duty and increased job ability must result, if the request is approved.

e. Availability of training and development courses will be publicized through installation/activity information media. Publications will be displayed or distributed in a manner available to all interested personnel on a timely basis.

6. EMPLOYEE ORIENTATION.

a. Proper orientation contributes to rapid and satisfactory adjustment in the work environment; therefore, each employee must be given essential information on a planned and systematic basis, carefully timed, and presented in an effective manner.

b. The orientation of an employee officially begins after he has been selected for a particular job. In reality, it precedes selection since every experience related to the individual tends to establish certain concepts and impressions. However, for practical purposes, adjustment starts with the employment interview. The interview must be planned to favorably influence initial adjustment. Orientation must continue until sufficient opportunity has been provided for full understanding and recognition of the total work situation.

c. Job orientation will be given to each new employee on a planned and scheduled basis.

d. Orientation by the DCP will be provided within 90 days after an employee reports for duty. Operating officials are responsible for the attendance of all new employees.

7. SUPERVISORY TRAINING.

a. Supervisory Training for Military Personnel.

(1) Military personnel who supervise civilian employees must complete the following two-phase training program within 6 months, but not later than 12 months, after their assignment to a position in which they are required to supervise civilians.

(a) Phase I: Supervisory Development Course - 40 hours of correspondence studies. Phase I is mandatory for all company grade officers. It is also mandatory for field grade officers, unless they have received an orientation on civilian personnel management from their servicing Director of Civilian Personnel. The Supervisory Development Course (Phase I, Correspondence) will be available through the Army Correspondence Course Program, Army Institute for Professional Development, U.S. Army Training Support Center, Newport News, Virginia.

(b) Phase II: Leadership Education and Development (LEAD) Course - 40 consecutive hours on site. The LEAD course is conducted at the installation level and managed by the local DCP. The proponent for the LEAD course is the Center for Army Leadership, Civilian Leadership Training Division, U.S. Army Command and General Staff College, Fort Leavenworth, Kansas.

(2) To ensure that the required supervisory training is provided to military personnel who supervise civilians, each organization must submit a list of newly assigned military personnel to the DCP, Labor/Management-Employee Relations and Training Division no later than 10 workdays after the end of each month. This list will also contain the names and new unit assignment of military personnel who transfer to other organizations on post or to another post. Those who have not been trained will be issued the Basic Supervisory Development Correspondence Course. At a minimum, the list will include the following:

(a) Name and rank.

(b) Duty assignment.

(c) Date of assignment.

JRTC & FP Reg 690-28

(d) Previous supervisory training to include Basic Supervisory Development Course conducted by the DCP.

b. Supervisory Training for New Civilian Supervisors.

(1) Newly appointed civilian supervisors must complete Phase I of the training program, as described in para 7a(1) above, within 6 months of assignment to their first supervisory position, and Phase II no later than 12 months after their assignment to a supervisory position.

(2) For new civilian supervisors, completion of this training is considered a factor in determining that a supervisor satisfactorily completes the required probationary period.

c. Experienced civilian supervisors, general schedule (GS)-12 and above, who have completed the Organizational Leadership for Executives Course or the Personnel Management for Executives Course are not required to complete Phase II. A training plan specifying the kind and duration of the training and when it will be given must be prepared within 2 weeks after he enters his job. Then, the training plan will become part of the individual's Official Personnel Folder.

8. **MANAGEMENT TRAINING.** Continuing emphasis will be placed on training opportunities for managers and middle managers. As the scope of authority and responsibility broadens, the need for expert managerial capabilities increases.

a. Available managerial training sources include, but are not limited to, the following:

(1) Army Management Staff College. Grade criterion is GS-12 and above.

(2) Organizational Leadership for Executives. Grade criterion is GS/general management (GM)-13 and above.

(3) Personnel Management for Executives, conducted by DA, Deputy Chief of Staff for Personnel (DCSPER), Southeast Regional Training

Center. Grade criterion for attendance is field grade officers, GS/GM-13s or equivalent, and GS-12s that meet certain criteria. Nomination procedures will be announced by the DCP upon receipt from the Southeast Regional Training Center.

(4) Long-Term Training. A number of long-term education opportunities which are competitive in nature are available annually. The DCP will solicit nominations upon receipt of information from DA/Major Command.

b. Management Refresher Training. Management officials have the prerogative, and are charged with the responsibility, to require current and adequate training of supervisors under their jurisdiction. A record of having attended any particular class or course of management training in the past does not necessarily mean the supervisor is currently competent in performance of his management duties. Repeat or refresher training may be required at any time.

c. Professional Training. Professional employees face many special problems which result from rapid technological developments. They must keep abreast of these advancements and acquire new knowledge and skills. This training may be accomplished by such means as participation in formalized courses, discussion meetings, or lectures. Supervisors of professional employees have an inherent responsibility to be aware of, and make available, opportunities to provide needed training. Professional employees share in this responsibility. They will be aware of personal needs and make their needs known to their supervisors. The existence of opportunities for professional development is an important factor in attracting and retaining high caliber professional personnel.

9. **SELF-DEVELOPMENT.** For employees who wish to pursue a course of self-development on their own initiative, a number of opportunities are available. Examples of these are the following:

a. Correspondence Courses. Correspondence courses offered by the nonresident division of the various service schools are available to Civil Service employees who meet the enrollment criteria. A complete listing of courses is contained in DA

Pamphlet 351-20, Announcement of Army Correspondence Courses. There is no charge for any course; however, reasonable progress is required of all enrollees, and certain text materials are to be returned upon request by the school. Failure to return requested material will necessitate a charge of the cost of the material being levied against the employee. All applications for correspondence courses are to be prepared by the individual on DA Form 145, Army Correspondence Course Enrollment Application and forwarded in two copies, through the organization to which assigned, to the DCP, Labor/Management-Employee Relations and Training Division, for endorsement and mailing.

b. College Courses. A variety of college courses, both at undergraduate and graduate level, are offered by local educational institutions. Announcement of course offerings, JRTC semester dates, hours of credit to be earned, and registration information is made prior to the beginning of each semester by the educational institutions.

c. Other.

(1) Programs are offered through the Louisiana State Board of Education, local school sites, whereby adults may earn a high school diploma or enroll in a special course of instruction such as typing or shorthand. State-operated technical institute schools are available for technical courses. Announcements of course offerings are made through local news media. Schools must be contacted for specific information.

(2) Correspondence courses are available through extension divisions of universities and from commercial schools. Care must be exercised and determination made that the school offering such courses is accredited.

(3) Membership and participation in organizations such as a Toastmaster or Toastmistress Club, civic organizations, or other group activities that contribute to learning and understanding are encouraged.

10. PAYMENT OF TRAINING EXPENSES.
Any proposed training which incurs cost to the

installation must be approved by the appropriate official before the training begins.

a. Long-term civilian training must be recommended by program directors, through the chain of command, to the approval authority. Requests must specify that expenses applicable to the organization are available in the event the nominee is scheduled for training. If expenses involved in long-term training of either category are installation expenses, final approval rests with the applicable serviced commander.

b. If funds are supplied from an outside source, approval is granted from that source.

c. Installation costs of training are funded by the organizations to which employees are assigned. Employees may not be directed or allowed (voluntarily) to attend government training at their own expense. All costs for approved training conducted by, in, or through government facilities will be borne by the employing activity.

d. Government Training. In cases where employees fail to satisfactorily complete government training for which DA funds pay all or part of the training expense, the following actions will be taken:

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

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

e. Cost Effectiveness. The supervisor must consider the most cost-effective facility when nominating an employee for training (e.g., Introduction to Computers offered through DCP, Labor/Management-Employee Relations and Training Division, versus the same training through a local vendor).

f. Reimbursement for Off-Duty Training Costs.

(1) Upon recommendation of the supervisor and approval by the program director, an employee may request and receive reimbursement for successful

JRTC & FP Reg 690-28

completion of off-duty training. This reimbursement is for 100 percent tuition and the cost of course materials for courses that meet a performance based training need. The supervisor will complete DD Form 1556, Item 18, Training Objectives, stating the course objectives, the identified performance based training objectives, training need to be met, how the course meets the identified performance based training need, and the objective to be met by the employee's attendance at the course.

(2) Restrictions to Reimbursement.

(a) Reimbursement will be restricted to successful completion of the course with a grade of C, or pass on a pass-fail grade basis, unless the conditions of paragraph 12d(2) are met.

(b) Employees on temporary appointments are not eligible for reimbursement.

(c) Employees voluntarily resigning from the Federal Service prior to completion of approved reimbursable training lose the right to reimbursement and will not be paid.

(d) Training for the sole purpose of providing an opportunity to an employee to obtain a degree is prohibited. However, there are exceptions for situations in which the government has, or expects, a shortage of qualified personnel, especially in occupations involving critical skills.

(3) Procedures.

(a) The supervisor must initiate the required DD Form 1556 prior to the beginning date of the class; approval must be made prior to the class starting date. All information required by instructions on the form must be completed. Employees are personally responsible for any expense incurred or obligated for training which has not been approved by the approving official.

(b) After successful completion of the course, four copies of final school grades with four copies of checks or money orders (proof of payment) reflecting the amount paid for the tuition and books, listed separately, must be submitted to the ATC or other

appropriate personnel located in the employee's organization.

(c) Exceptions: Employees occupying Headquarters (HQ) DA identified shortage category positions and Junior Fellowship Program employees may have tuition and book costs paid in advance, based upon current law and DA regulations. For more information, the employee should contact his ATC.

11. TRAINING NEEDS SURVEY.

a. An inherent principle of the DA training policy is that training will be given only in response to an existing or foreseeable need. Although identifying needs for training is a continuous process, a systematic, planned review of immediate and long-range needs will be completed in conjunction with the budget submission.

b. The Training Needs Survey will be conducted to determine needs for the next fiscal year, to include mobilization needs.

c. The ATC will assist managers, supervisors, and employees in conducting and processing the survey, to include identifying needs, sources of training, and estimated costs; consolidating the needs for the organization; and furnishing one copy of the consolidated survey to the responsible budget official.

12. **MANAGERIAL DEVELOPMENT.** The basic objective of executive and management development is to ensure that executive and managerial knowledge, skills, and abilities (KSA) of incumbent managers and middle managers are effectively developed in support of civilian executive manpower needs.

13. REPORTING REQUIREMENTS.

Directorates and separate organizations will furnish DD Forms 1556 (Section D, Item 36, completed by the instructor) to the DCP, Labor/Management-Employee Relations and Training Division, for training received by civilian employees under their jurisdiction. The DCP will input data into the Defense Civilian Personnel Data System. On-the-job training and training at the work site will be reported, regardless of whether or not the employee is engaged

in productive work during the training, provided the training is sufficiently formal to require a written guide for conducting it.

14. ATTENDANCE AT MEETINGS.

a. Employees will be given the opportunity, and the time, to attend and take part in professional meetings. The purpose and subject of the meeting must be related to the primary duties of the employee.

b. Definition. Professional meetings include any meeting or conference that:

(1) Is considered to be within the DA missions or activities.

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

c. Attendance at government expense may be approved for any employee whose main purpose for attendance is one or more of the following:

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

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

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

d. Approval requirements.

(1) Commanders or their authorized subordinates must approve or issue travel orders (Joint Travel Regulation (JTR), Volume 2) for attendance at meetings and conferences within the Continental United States (CONUS), conducted by or on behalf of the government.

(2) The commander/director must personally approve attendance at meetings and conferences within CONUS, convened or sponsored by a

technical, scientific, professional, or similar private membership organization. He must:

(a) Actually sign the travel orders.

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

(3) An official delegated authority to issue travel orders for temporary duty (TDY) travel to, from, and between overseas areas must approve attendance (DA Delegation of Authority Table, Joint Travel Regulation (JTR), Volume 2, and AR 55-46, Travel Overseas) at meetings and conferences held outside CONUS.

e. 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 private or international organizations. The Security Officer will examine implications of attendance as provided in JTR, Volume 2.

f. Payment of expenses authorized.

(1) Payment from travel funds. If attendance at a meeting or conference is authorized travel and transportation will be authorized and reimbursable expenses will be allowed according to JTR, Volume 2.

(2) Payment by non-governmental organizations. An employee attending a conference or meeting may be authorized to accept a contribution, award, or payment. In this case, any payment the government makes to the employee for travel, subsistence, or other authorized expense for attendance will be reduced.

(3) 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. Circumstances may not warrant attendance at

JRTC & FP Reg 690-28

government expense or approved absence without charge to leave; employees may request leave.

g. The DCP/LMERT will decide whether the "meeting" or the "training" authority will be used, depending on the situation. 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.

h. Department of the Army employees will not take part in conferences or meetings that discriminate on the basis of sex, religion, national origin, age, or race, or attend conferences or meetings held in facilities that discriminate on these bases.