

DEPARTMENT OF THE ARMY
BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET, BUFFALO, NY 14207-3199

CELRB-HR
Regulation
No. 690-1-4

30 June 1997

Human Resources
EMPLOYEE DEVELOPMENT AND TRAINING

1. PURPOSE. This regulation sets forth policies and principles for ensuring the systematic training and development of the workforce.

2. REFERENCES.

- a. FPM Chapter 410
- b. AR 690-400 (410)
- c. ER 350-1-410
- d. ER 350-1-414
- e. ER 350-1-416
- f. CEHNDP 350-1-1
- g. Title V, U.S. Code, Chapter 41
- h. AR 1-211
- i. USACE Supplement 1 to AR 1-211

3. POLICY. The training of our human resources is a vital and contributive factor in the successful accomplishment of our mission. Action will be taken to ensure that realistic, job-related training needs are identified and met in a timely manner. All employees who need training and who meet established minimum eligibility criteria will be afforded the opportunity, within the confines of available resources, to receive training, without regard to race, creed, color, national origin, sex, or age.

4. RESPONSIBILITIES.

- a. Managers and supervisors will:

- (1) Identify and prioritize job- and mission-related training and career development needs for all subordinates, and document them on the 5-Year Individual Development Plan (IDP).

This Regulation supersedes BR/DR 690-1-4, dated 1 April 1995.

(2) Discuss training needs with and seek input from their subordinates on at least an annual basis, preferably during the IDP/performance appraisal process.

(3) Plan, program and budget, in accordance with higher headquarters requirements and guidance, to honor the commitment to improve or maintain performance and productivity through training and development efforts.

(4) Conduct the annual training needs survey to accomplish the development of the annual training plan.

(5) Ensure that, once the training method, source, and timeframe are selected, the required nomination paperwork is completed as early as possible.

(6) Clearly impart to prospective trainees their objectives in nominating the employee for training.

(7) Participate in and document evaluations of the effectiveness of training received in meeting the previously identified objectives.

(8) Encourage and suggest self-development activities for their subordinates.

(9) Encourage the use of new skills and knowledge acquired through training and development opportunities.

(10) Ensure that all approved training required by mission, regulation, higher headquarters, or the District Commander is programmed and completed.

(11) Ensure that spaces in courses requested and received are utilized in accordance with established goals.

(12) Take appropriate action with respect to any changes, substitutions, additions, deletions, etc. to the annual training plan.

(13) Develop training plans for employees in special trainee positions, i.e., veterans readjustment appointments, career program interns, cooperative education students, etc., as required by the regulations governing those programs.

(14) Maintain required records related to the training and development program.

(15) Where appropriate, administer District-wide in-house training courses by making appropriate arrangements for instructors, classroom space, audiovisual equipment, supplies, materials, and general support.

(16) Effectively participate in career appraisal and training needs surveys, counseling on training and development opportunities, and preparing individual development plans for Executive Development Group (EDG) members.

(17) Monitor assignments to managerial positions to assure that changes in incumbency are identified, that appropriate management training is undertaken for new managers, and that reasonable individual development plans are prepared for members of the EDG.

(18) Plan, coordinate, and evaluate executive/management training activities.

b. The Civilian Personnel Advisory Center (CPAC) will:

(1) Advise and assist managers, supervisors, and employees in the methods and procedures to be used in fulfilling the requirements of this program.

(2) Make available and readily accessible all available information regarding training sources.

(3) Designate a representative to serve as an advisor to the District Training Committee.

(4) Provide managers and supervisors with the tools needed to monitor progress in accomplishing programmed training.

(5) Coordinate the PROSPECT portion of the annual training needs survey, and disseminate information relative to allocated PROSPECT spaces.

c. The Training Committee will:

(1) Act as liaison between the District management staff and the Commander, to resolve problems and promote understanding of training policies.

(2) Represent all of the major District elements. As such, makes recommendations concerning District-wide and in-house training programs.

(3) Assess and recommend to the District Commander a budget framework under which the annual training plan will be developed.

d. Individual employees will:

(1) Provide input to their supervisor, regarding training needed to accomplish their assigned job duties, on at least an annual basis, during the IDP/performance appraisal process.

(2) Take advantage of the training opportunities afforded.

(3) Provide feedback to their supervisor on the effectiveness of the training received.

(4) Implement newly learned skills and knowledges on-the-job after completion of training.

(5) Pursue self-development activities as appropriate and in conjunction with Corps-sponsored training.

(6) Upon return to duty after training, complete an evaluation of training received and submit it through their immediate supervisor to their Training Coordinator, along with the appropriate proof of completion of the training (i.e., certificate, grade report, etc.).

(7) Executive Development Group (EDG) members are expected to participate in the Executive Development Program, to pursue relevant self-development activities, and to obtain needed knowledge, skills, and abilities in support of high quality performance and later promotional or developmental assignments.

5. PROCEDURES.

a. Training nominations will be processed, approved, and certified through the Corps of Engineers Financial Management System (CEFMS), in accordance with established CEFMS procedures, permissions, and authority.

b. Training nominations must be processed and approved before the scheduled first day of training. Under no circumstances will payment for training be approved retroactively.

6. LONG TERM TRAINING. Nominations for all long term training programs, including locally-sponsored long term training, will be made in accordance with the appropriate Engineer Regulation and within the timeframe established by HQUSACE annually.

7. DEVELOPMENTAL PROGRAMS. The procedures for implementing special developmental programs are outlined in the various appendices to this regulation.

FOR THE COMMANDER:

OFFICIAL:



JAN M. KOZLOWSKI
MAJ, EN
Deputy District Commander

MICHAEL J. CONRAD, JR.
LTC, EN
Commanding

OFFICIAL:



RICHARD J. FAGAN
MAJ, EN
Deputy District Commander

THOMAS C. HAID
LTC, EN
Commanding

APPENDICES:

Appendix A - Tuition Assistance/Non-Government Training Program
Appendix B - Supervisory/Leadership Training for Non-Supervisors
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APPENDIX A

TUITION ASSISTANCE/NON-GOVERNMENT TRAINING PROGRAM

1. JUSTIFICATION. Training in non-government facilities may be approved when:

- a. It is mission-related, and
- b. It is given in response to an identified training need.

Use of such training expressly to support and lead to an academic degree, professional certification, occupational license, or for the purpose of raising the employee's general educational level, is prohibited. Training to support periodic recertification of skills required for the employee's current position may be approved.

2. PAYMENT OF TRAINING EXPENSES.

a. Payment will be authorized for tuition and fees charged by the school in conjunction with registration. In addition, payment may be authorized for books required for the course.

b. Training conducted at colleges, universities, and trade or specialized training institutions, will normally be scheduled on off-duty time. If an identified course is offered only during duty hours, supervisors may adjust the tour of duty of the employee, or may grant the use of annual leave or leave without pay to permit attendance during duty hours.

c. Employees who receive training at any non-government facility will be required to sign the following agreement: "In order to protect the interest of the Department of Defense, an individual who fails to complete a training course or does not receive a satisfactory grade in accordance with the standards of the institution attended will be required to reimburse the government for the costs of that training." For most educational institutions, "satisfactory grade" consists of a grade of "C" or better for undergraduate coursework, or "B" or better for graduate coursework, or an "S" in an "S/U" system.

Employees who fail to meet this requirement must then either reimburse the government or show how their failure to do so was for reasons beyond their control.

d. Employees who receive an "Incomplete" for an approved training course may request a one-semester extension to complete the identified training. Tuition will be paid only once for a course that is repeated in order to receive a satisfactory grade.

APPENDIX B

SUPERVISORY/LEADERSHIP TRAINING FOR NON-SUPERVISORS

1. APPLICABILITY. Senior level employees who have expressed an interest in becoming a supervisor as a career-development goal, who are delegated "acting" responsibilities in their supervisor's absence, and/or who have demonstrated potential to be a supervisor will be eligible to receive training in appropriate courses in supervisory and leadership skills.

2. METHOD. The immediate supervisor may nominate an employee for supervisory training; the nomination must be endorsed by the second line supervisor as well.

3. APPROPRIATE COURSES. Supervisors may select one of the following courses to fulfill this training need:

a. "Applied Supervision" or "Assertive Supervision" - Correspondence courses offered by the USDA Graduate School's National Independence Study Center in Denver, Colorado. Students are given six months to complete either course and each is equivalent to 40 hours of training.

b. "Supervisory Development" - Department of the Army correspondence course, covering personnel management topics. This course is the equivalent of 40 hours of training and is mandatory as Phase I of the required supervisory training for all new supervisors within their first six months in a supervisory position.

c. "LEAD" (Leadership Education and Development) - A 40-hour Department of the Army course conducted in-house on an as-needed basis. Priority spaces must be given to current supervisors, with non-supervisors filling in on a space available basis. This course is Phase II of the required supervisory training for new supervisors, also to be completed within the first six months as a supervisor.

d. Various supervision/leadership courses conducted in-house for specific audiences, as announced and as space is available.

APPENDIX C**ATTENDANCE AT MEETINGS, CONFERENCES AND SEMINARS**

1. **POLICY.** Attendance at professional meetings at government expense may be approved when the purpose and subject of the meeting is related to the employee's primary duties, and when the purpose for attendance is one 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; or

b. to acquire or provide information on DA's missions; or

c. to contribute to the pool of scientific and professional knowledge from which the government draws, either through participation or through the presentation of professional papers and/or expertise at the event attended.

2. **AUTHORITY AND PROCEDURES.** If the meeting has an organized instructional program with stated learning objectives to be realized by the participants, it will be considered training and processed as such (DD 1556). If attendance at the meeting is not considered training, approval to attend will be obtained in one of the following ways:

a. Attendance at meetings and conferences within the CONUS, conducted by or on behalf of the government, will be authorized by the approval of the Commander, Deputy Commander, or appropriate Division Chief on travel orders submitted to them through the normal chain of command.

b. Attendance at meetings and conferences within the CONUS, convened by or sponsored by a non-government, technical, scientific, professional, or similar private membership or commercial organization, will be authorized by the approval of the COMMANDER ONLY, on travel orders submitted to him/her through the normal chain of command.