

Training and Development

The Technician Human Resources Development Program

Summary of Changes. This regulation establishes the Human Resources Development (HRD) Program for National Guard technicians. It implements the changes to the Government Employees Training Act and replaces the training regulations that were used to supplement the Federal Personnel Manual. It reduces or eliminates many of the restrictions in previous regulations, to include requirement for NGB approval of training contracts exceeding \$10,000 and of non-government training in excess of 120 days.

Applicability. This Technician Personnel Regulation (TPR) applies to all Army and Air National Guard technicians and to commanders, managers, and supervisors (military or civilian) with authority or responsibility for the HRD program or for technician training and development. Departments of the Army and Air Force civilian personnel training publications do not apply to National Guard technicians, unless specifically made applicable by this TPR, a Technician Personnel Bulletin, or a technician Personnel Pamphlet.

Supplementation. Supplementation of this regulation is authorized. One copy of any supplement will be provided to NGB-HRT.

Suggested Improvements. Users of this regulation are invited to send comments and suggested improvements directly to the National Guard Bureau, ATTN: NGB-HRT, 4501 Ford Avenue; Alexandria, VA 22302-1454.

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This regulation supersedes TPR.400; 1 April 1989 and paragraph 7-6d(2), Chapter 302, TPR 300 (302.7), 23 February 1987

1. Purpose

This technician personnel regulation establishes responsibilities, policies, and procedures for the HRD Program for National Guard technicians. Title 5, United States Code, Chapter 41 -Training and Title 5, Code of Federal Regulations, Parts 410 and 412, require issuance of regulations to prescribe the policies and responsibilities and the establishment of programs for training and development (T&D). This regulation meets those requirements and provides Adjutants - General regulatory guidance to - establish and operate the HRD program at state level.

2. References

This TPR does not duplicate the provisions and rules in law or CFR. This regulation is not intended to stand alone and must be used in conjunction with the references at appendix A.

3. Explanation of abbreviations and terms

Explanation of abbreviations and terms used in this regulation are in the glossary.

4. Responsibilities

a. **Chief, Training and Development Division (NGB-HRT), Directorate for Human Resources.** Develops doctrine, policy, and strategy for the National Guard Technician HRD Program. Serves as NGB program manager for ARNG technician training funds.

b. **Chiefs, Regional Centers, Directorate for Human Resources, NGB.** Provide advisory services in all HRD areas; train and orient new EDS'; and design, develop, and deliver HR training.

c. **Directors, Army and Air National Guard.** Provide the necessary funding to support training and development of Army and Air National Guard technicians.

d. **Adjutants General.**

(1) Establish a Technician HRD Program that meets the statutory and regulatory requirements cited in the references in appendix A and includes the provisions of this TPR.

(2) Ensure that appropriate training funds are allocated to meet technician T&D requirements.

(3) Establish an effective system to provide coordinated line management direction to HRD programs (through a HRD committee, as explained in the glossary, or other acceptable means).

e. **Human Resources Officers.**

(1) Provide guidance and direction to their Technician HRD Program and ensure that it is designed and operated to meet the National Guard mission, policies of the Adjutant General, and the provisions of this TPR.

(2) Participate on the ANG Financial Management Resources Board to ensure that appropriate training funds are allocated to meet technician T &D requirements and that budget input to NGB for Air technician training is submitted through NGB-HRT.

(3) Review the training portion of the ARNG SOB to ensure that it contains appropriate justification and meets HRD and priority requirements.

f. **Employee Development Specialists.** Administer the Technician HRD Program for the HRO and the Adjutant General. They will--

(1) Develop a regulation or directive for local policy and procedures of the Technician HRD Program.

(2) Conduct a needs assessment and. Develop an annual technician HRD plan.

(3) Develop, execute, and" monitor local training budget, maintaining appropriate documentation of training requests and ensure obligation of funds in accordance with training priorities and AFP. Justify and defend budget and recommend transfer of funds from other accounts or programs to meet high priority un financed requirements.

(4) Establish and coordinate a management development program to provide opportunities for incumbent managers and developmental opportunities to selected employees. Solicit nominations and obtain course quotas.

(5) Provide advice and assistance to managers and supervisors on HRD matters and career counseling to technicians regarding T &D opportunities.

(6) Monitor compliance with negotiated agreements of labor organizations relating to T&D.

(7) Manage and process training and educational data and requirements in DCPDS, AFTMS, and A TRRS.

(8) Publicize availability of training and self development and, in conjunction with managers and supervisors, evaluate the effectiveness of completed training.

(9) Participate in administration of the upward mobility program and in developing retraining and career transitioning options for technicians affected by reductions in force.

g. **Managers and supervisors.**

(1) Determine T&D required for effective and efficient mission accomplishment.

- (2) Identify T&D needs of their subordinates.
- (3) Identify to the EDS Army and Air technicians to be nominated for management development.
- (4) Ensure accomplishment of mandatory
- (5) Implement and execute the state HRD plan.
- (6) Evaluate the effectiveness of completed training.

h. Training coordinators (see glossary). Coordinate HRD functions for managers and supervisors; assist them in implementing the HRD program; and serve as a liaison with the EDS: ' .

5. Purpose and priorities of the HRD program

a. Purpose. The Technician HRD Program is designed to—

- (1) Ensure mission readiness by providing technicians T&D to acquire the skills, knowledge, and abilities to best qualify them to perform their mission-related duties and improve individual and organizational performance.
- (2) Increase the efficiency and economy of building and maintaining a skilled technician workforce to support the mission of the National Guard.
- (3) Meet the T&D requirements of law, executive order, and regulations, cited in appendix A.

b. Priorities.

(1) Priority I.

(a) T&D necessary to achieve and maintain tactical, operational, and strategic readiness consistent with guidance from the Office of the Chairman of the Joint Chiefs of Staff in CJCS Guide 3401. Priority I includes T&D that must be accomplished or it will have an adverse impact on the mission or will result in a violation of law. It includes mandatory T&D required by statute, presidential directive, CFR, or NGB; training to ensure that all units are at appropriate level of readiness; training needed for operational support, to include new equipment training and training needed for new programs; and training needed by technicians for acceptable performance.

(b) During a lapse in appropriations, T&D and personnel support thereto are essential where failure to conduct such training immediately is likely to create an imminent threat to life, property, or the national security.

(2) Priority II. All other T&D.

6. Policies

HRD policies promote program uniformity among all states and territories; address unique requirements of the National Guard and its technician workforce; and ensure adherence to Federal law and regulations. They will be reflected in local HRD programs.

a. Delegation of authority. Consistent with the purpose and priorities of the HRD program and the requirements imposed by statutes and regulations, maximum authority for program execution, identification of T&D needs, and the selection of personnel for T &D will be delegated to line managers and supervisors.

b. Participation in training and development (T&D). Full opportunity, *consistent with merit system principles*, to participate in T&D will be given to every technician who needs such T&D and meets standards and requirements prescribed by law, executive order, or regulations. Opportunity to participate in T&D activities will be without regard to race; color; religion, gender; national origin, age, handicap, or other factors: The only proper consideration is the need for T&D. Technicians will not personally profit financially nor be required to incur a financial loss as a result of participating in T&D.

c. Relationship to military membership. Development of the technician workforce must consider the military nature of the technician program and requirement of 32 USC §709(d) for concurrent military membership and military grade by excepted service technicians. The Technician HRD Program must balance T&D received by technicians in their military status with T&D, opportunities and requirements of 5 CFR §412.103(a)(3) and §412A07(a)and(b). '

d. Status of technicians attending training. National Guard technicians will attend training in technician status when the training relates more to their technician than their military duties, when it consists of developmental courses primarily designed for civilian employees, or when such attendance is to develop them in their civilian/technician status. Normally, courses that lead to the award of an AFSC or MOS or which form a prerequisite for a technician's military assignment, will be attended in military status, if resources are available. When the course relates equally to military and technician duties, attendance may be in either status as determined by the Adjutant General or designee; consideration should be given to cost avoidance.

e. Military uniform requirements. Excepted service technicians will wear the appropriate military uniform when attending courses, conferences, workshops, seminars, or similar HRD functions in a duty status, whether the function is held at a military or civilian facility. Only by exception, may NGB-HRT, the AG, or an official designated by the AG authorize wear of civilian attire for good and sufficient reasons. Such authority should be used rarely.

f. Academic degree training. A technician may obtain an academic degree at government expense only as authorized by law or Federal regulations. This does not preclude expenditure of training funds for individual college or university courses that may be needed for training as defined in 5 USC §4101(4) or for tuition assistance programs for off duty participation in college and university courses. Other restrictions and requirements on obtaining an academic degree at government expense are in 5 USC §4108 and 5 CFR §410.511.

g. Directing attendance. Supervisors, commanders, and other management officials of the National Guard have the authority to direct a technician to attend a course of instruction that is necessary to the performance of the technician's official duties or to the mission of the National Guard. Disciplinary or adverse action may be imposed if such an order is not obeyed.

h. Mandatory training. In addition to training requirements listed in the OPM Training Policy Handbook, all-

(1) Supervisors of technician personnel must complete a National Guard Basic Supervisor Course within the first year of appointment as a new supervisor. Supervisors will receive periodic refresher training as established in the Technician HRD Program of their state National Guard.

(2) Newly appointed technicians must complete a New Employee Orientation Course, as established in the Technician HRD Program of their state National Guard.

(3) National Guard internal review personnel must complete the following courses within two years of employment: Basic and Intermediate Internal Review Courses; Report Writing; Introduction to Information Systems Auditing; Computer Literacy; Computer Advanced Techniques; and Fraud Awareness and Reporting.

i. Individual development plans and performance improvement plans. Managers and supervisors will establish IDPs for technicians hired below the full performance level and PIPs for technicians rated below fully successful. IDPs identify T & D needs and managers and supervisors are encouraged to use IDPs for all employees.

7. Local technician HRD programs

States will develop" and issue a regulation or directive with their policy and procedures for the Technician HRD Program. A copy of the regulation or directive will be provided to NGB-HRT.

a. Program directive. The state HRD regulation or directive must address as a minimum:

(1) Assignment of responsibilities and delegation of authority for HRD.

(2) State HRD policies.

(3) Assessment and review of T & D needs.

(4) Developing an annual HRD plan.

(5) Procedures for evaluating the effectiveness of training.

(6) Establishment of an effective system to provide coordinated line management direction to the HRD program (through a HRD committee, as explained in the glossary, or other acceptable means).

b. Needs assessment. A needs assessment will be conducted in each state in accordance with 5 USC §4113 and the OPM Training Needs Assessment Handbook. This forecast of organizational and individual T&D needs serves as a basis for the state's annual HRD plan and future budget projections. Needs assessments must be conducted at least every three years or more often, if necessary, to establish training plans and budget projections.

c. HRD plan. The State HRD Plan is published annually indicating short and long term training needs. It is the result of needs assessment and budget data and provides a road map for meeting HRD requirements during the FY within budget constraints. The plan will be developed in conjunction with the HRD budget and must be in place by the beginning of the ensuing FY. It may be modified during the year to reflect changing HRD needs, priorities, and fiscal constraints. HRD plans must be reviewed and approved by the AG or designee to ensure mission requirements are being accomplished. As a minimum, the plan will include-

(1) State HRD goals and objectives in terms of mission, accomplishment, organizational, needs, expected economies, and improved operations.

(2) Required training.

(3) The number of employees to be trained.

(4) Identification of training sources,

(5) Training cost estimates for each category of training, including travel and per diem, tuition, contractor fees, and other costs. (See OPM Form 1524, Statistical Summary of Training Data.)

(6) A fiscal year schedule of in-house T&D courses.

(7) Compliance with EEO principles, including accommodation for handicapped employees.

(8) An annual evaluation to be used as" a basis for planning and improving future training programs and to determine the extent to which training contributed to mission accomplishment and achieved efficiency, economies, and organizational goals and objectives.(see also CJCS Guide 3401)

8. Budgeting for HRD

a. States will send budget and funding requests for Army and Air technician HRD programs through comptrollers to NGB-HRT who will recommend funding of technician T &D to the Army and Air Directorates.

b. The EDS will formulate, prioritize, and justify budget requirements and develop an annual financial plan for accomplishing technician T&D based on mission requirements, needs assessment, the HRD plan, and guidance issued by Army and Air comptrollers. The ANG portion will also be coordinated with or submitted to the ANG Financial Management Board and Air Commanders in - accordance with locally established procedures. The ARNG portion will be provided for inclusion in the SOB.

c. Submission of technician HRD budget and funding requirements to NGB-HRT will address execution and obligation rates and justification, to include justification for any un financed requirements.

9. HRD expenses

Technician training funds will be used only for or in support of technician HRD activities.

a. Payment for the T&D of technicians will not be made "after-the-fact." All T&D must be approved and funds obligated prior to beginning of training. Before services are agreed upon, all non-Government training will require a purchase order and a properly documented procurement contract from the state USPFO or a DD Form 1556, as explained in paragraph 15b. Use local, Federal contracting and procurement procedures.

b. If a technician fails to successfully complete a training course, the Adjutant General may initiate action to recover non-salary expenses and/or treat it as a disciplinary/adverse action depending upon the full circumstances. Consideration will be given to whether the technician was properly assisted in order to complete the training successfully and whether there is evidence of technician negligence in the case of uncompleted training.

c. The AG or designee will determine which expenses constitute necessary training expenses in accordance with the provisions of 5 USC §4109, 5 CFR §410 Subpart F, and this TPR.

10. Centrally funded HRD activities

a. Most HRD activities are funded and paid at state level; a small number are centrally funded by NGB or Departments of the Army or the Air Force. NGB centrally funds OPM developmental courses and limited other programs where central funding presents a more cost effective alternative. HQDA and USAF centrally fund a number of courses for civilian employees of their services, to include National Guard technicians.

b. The EDS will publicize the availability of developmental training and assist managers and supervisors in identifying the developmental needs of the technician workforce. The EDS will ensure that nominees for developmental courses meet all the prerequisites for attendance.

c. Quotas for OPM developmental courses are centrally funded at the beginning of each FY. Payment is not refundable even if the quota is not used.

(1) Requests for quotas for - OPM developmental courses will be submitted to NGB-HRT by 1 July for courses in the following FY. States will be notified of their quotas as soon as OPM provides that information.

(2) If a nominee is not able to attend and a qualified replacement cannot be found, NGB-HRT must be notified 3 months prior to course start: (i.e., reporting) date so that the quota can be made available to other qualified applicants.

(3) A DD Form 1556 for the nominee must be received by NGB-HRT 3 months prior to course start (reporting) date: If a DD Form 1556 is not received in that time frame, the quota will be made available to other qualified applicants.

d. Requests for quotas for other centrally-funded courses will be in accordance with the procedures for those programs or as announced periodically by NGB-HRT.

11. Training and development using non-government facilities

a. Authority. The authority under 5 use §4105 is delegated to the AG and may be further delegated to the HRO or EDS.

b. Continuing service agreements. Continuing service agreements (see 5- use -§4108) are required for all technicians attending training by, in, or through a non-Government facility which exceeds 80 hours. The agreement can be included in DD Form 1556 or in a locally developed comparable form. Waiver authority under 5 use §4108(c) is delegated to the AG and may be further delegated to the HRO.

c. Limitations. To comply with DoD Directive 1430.4 and DoD 1400.25-M-- -

(1) The Chief, - Training and Development Division (NGB-HRT) is designated to approve proposed assignment of technicians to training outside the United States.

(2) Any single instance of T &D or any single program of training costing more than \$100,000 must be submitted to NGB-HRT for approval.

12. Training and development at military service schools

The following statement will be placed on travel orders of technicians attending military service schools in technician status: "Training in a technician status is authorized under TPR 400." Before such technicians attend military service schools they must be advised that-

- a. Military privileges may be limited (e.g., commissary, open mess, exchange).
- b. They must comply with policy in paragraph 6e, regarding the wear of the military uniform.
- c. Government quarters will be used if available. (JTR Vol. II, CI055) and will be occupied based on military grade.
- d. They will not be required *to* perform incidental military duties such as charge of quarters, barracks chief, officer-of-the-day, etc., but will be expected *to* perform additional duties required of any civilian class member.
- e. They may be required *to* travel by military aircraft or other government transportation.

13. Acceptance of contributions, awards, and payments

The authority *to* authorize acceptance under 5 *USC* §4111 and 5 CFR §410 Subpart G is delegated *to* the AG.

14. Reporting requirements

a. Academic degree training. States with technicians attending courses of instruction leading *to* an academic degree (see para 6t) must submit an annual report *to* NGB-HRT by 5 November covering the preceding FY. Reports will contain: name, position title, grade, and series of individual attending training; purpose of training (requirement, retention, meet acquisition requirements); shortage position's title grade, series, and category (predetermined or agency determined); academic discipline/field; number *of* semester hours; number of on-duty and off duty hours; cost *of* training; activity and location.

b. OPM report. Report required by 5 *USC* §1113(b) and 5 CFR §410.901 will be submitted every three years by date announced by OPM. HRD data will be documented and recorded in DCPDS for submission *to* OPM at reporting time.

15. Use of DD Form 1556

a. Purpose. DD Form 1556 is a multi-purpose form used *for* training request and authorization, continued service agreement, certification of reimbursable or cost-shared expenses, certification of authorized expenditures, record *of* training, training evaluation, and as input *form to* DCPDS. It may also be used *to* certify payment of approved costs for training at Government or non-Government facilities, and to request, authorize, approve and certify payment for attendance at training, meetings, seminars, workshops, conferences, and symposiums where the primary reason is *to* train or develop the individual *to* meet mission-related needs.

b. Use for purchase. DD Form 1556 may be used instead of a purchase request and in lieu of contracting procedures *to* acquire training supplies/services under the following conditions. .

(1) The supplies or services are *to* be used exclusively *for* HRD purposes (in support of a course or training of an individual or groups); For example, books, instructional videotapes, pamphlets, etc., may be purchased on a DD Form 1556 providing their only use will be for training purposes. DD Form 1556 may not be used *to* contract *for* a training facility. Contracts *for* training facilities must be initiated using normal contracting procedures.

(2) The supplies or services are available to the general public or "off-the-shelf" and no modification or development is needed. If the supply/service must be modified for government use or is not available *to* the general public, normal contracting procedures must be used.

(3) The cost of the supply does not exceed the micro-purchase dollar limitation established by the Federal Acquisition Regulation and the cost of the service for training does not exceed \$25,000.

(4) The use of DD Form 1556 for the specified supplies/services is approved by the EDS.

c. Electronic version. An electronically generated DD Form 1556 can be downloaded from the OSD Electronic Forms Repository and is authorized *for* use within the National Guard. It allows overprint of copies. 1 and 3 (copy 2 is no longer used).

Appendix A References

Title 5, United States Code, Chapter 41-Training A codification of those portions of GETA that prescribe action by Federal agencies

Title 32, United States Code, Section 709, Technicians: employment, use, status

A codification of the National Guard Technicians Act, Public Law 90-486 of 1968

The Government Employees Training Act of 1958, as amended

An act that establishes a framework for T&D of the Federal workforce; it also provides Congressional intent and policy for HRD

Title 5, Code of Federal Regulations, Parts 410 and 412

Regulations that contain OPM policies and requirements for HRD (5 CFR §410 is being revised to reflect the 1994 changes to GETA)

Executive Order 11348, April 20, 1967

The EO establishes policies and responsibilities for training

Department of Defense Directive 1430.4, Civilian Employee Training, and DoD 1400.25-M, CPM Chapter 410, Training

DoD standards, guidelines, and requirements for civilian employee T &D programs (being revised as Chapter 400, Employee Development and Performance)

CJCS Guide 3401, CJCS Guide to the Chairman's Readiness System, 1Oct 95

Explains how readiness is defined, assessed, and maintained

Department of Defense Manual 7606.7M, Internal Audit Manual

Provides uniform policies and procedures to be followed in conducting internal reviews/audits and minimum training requirements for all auditors

OPM Training Policy Handbook: -Authorities and Guidelines

Contains legal references and legal foundation for Federal HRD programs and a list of required training for Federal employees

OPM Training Needs Assessment Handbook Guide to conducting a needs assessment with models, tools, and strategies to link HRD to mission and goals

Joint Travel Regulations

Provide travel guidelines for technicians attending training

Army Regulation 690-400, chapter 410, Training Army training policies and procedures

Air Force Policy Directive 36-4, Air Force Training and Education

AF training policy

Air Force Instruction 36-401, Employee Training and Development

AF training objectives, requirements, and responsibilities

DFAS-IN Manual 37-t00-XX, chapter 365, The Army Management Structure (AMS), Operation and Maintenance, Army National Guard

Includes standard classification of activities and functions

Comptroller General Decisions

The following Comptroller General decisions are applicable to the HRD program: 36 *Camp. Gen.* 795 (1957), 39 *Camp.*

Gen. 119 (1959), 39 Camp. Gen. 140 (1959), 39 Camp. Gen. 320 (1959), 39 Camp. Gen. 45_'(1959), 40 Camp. Gen. 714 (1961), 41 Camp. Gen. 477 (1962), 42 Camp. Gen. 673 (1963), 48 Camp. Gen. 185 (1968), 50 Camp. Gen. 519 (1971), 50 Compo Gen. 759 (1976), Compo Gen. 495 (1973), 55 Camp. Gen. 759 (1976), 61 Camp. Gen. 357 (1982), 65 Camp. Gen. 143 (1985), 65 Camp. Gen. 741, 743 (1986), 71 Camp. Gen. 120 (1991); Camp. Gen. B-148283 (Mar 29, 1962), Compo Gen. B-160985 (Mar 17, 1967), Camp. Gen. B-165311 (Nov 12, 1968), Camp. Gen. B-185374 (Jul 29, 1976), Camp. Gen. B-190494 (May 8, 1978), Camp. Gen. B-188710 (Aug 21, /979), Camp. Gen. B-. 210334 (Jul 14, /983), Compo Gen. B-223447 (Oct /0, 1986), Camp. Gen. B-233243 (Aug 3, /989)

Course Catalogs

Course catalogs listed below represent the minimum that are required for the Technician HRD Program:

AFCA T 36-2223, USAF Formal Schools Quarterly catalog on formal education and training available to military personnel and civilian employees of the Air Force

Air Force Civilian Personnel School FY XX Course Catalog

This catalog contains a fiscal year listing of civilian personnel courses offered at Maxwell AU: Force - Base, Gunter Annex, Alabama.

Air Force Institute of Technology Professional Continuing Education Catalog

This catalog contains Professional Continuing Educational programs designed to satisfy specific needs in a variety of functional management areas, such as acquisition management, quantitative management, logistics management, civil engineering and others

Army Center for Civilian Human Resource Management Course Catalog

Training courses, in the civilian personnel administration career fields

Defense Acquisition University Catalog

A catalog of courses prescribed as mandatory and desired in DoD 5000.52-M, "Career Development Program for Acquisition Personnel"

GSA, Interagency Training Catalog

A listing of practical courses in nine specialties that are the ,framework for Federal agency operations relating to data processing, logistics, and the procurement of goods and services

HQDA Catalog of Civilian Training, Education' & Professional Development Opportunities Annual listing of executive, management, and leadership training programs, dates, descriptions, and application procedures

OPM Seminars of the Management Development Centers

A listing of management and national policy courses for government managers and executives

USDA Graduate School Training Catalog Issued by each of the 6 regions, it is an annual listing of courses offered under contract with OPM

GlossarySection I
Abbreviations**AFCAT**

Air Force Catalog

AFP

Annual funding plan

AFSC

Air force Training Code

AG

The Adjutant General

ANG

Air National Guard

ARNG

Army National Guard

ATRRS

Army Training Requirement and Resources System

CFR

The code of Federal Regulation

CJCS

Chairman of the Joint Chiefs of Staff

CPM

Civilian Personnel Manual

DCPDS

Defense Civilian Personnel Data System

DFAS-IN

Defense Finance and Accounting Service Indianapolis Center

DoD

Department of Defense

EDS

Employee Development Specialist

EEO

Equal employment opportunity

EO

Executive Order

FY

Fiscal year

GETA The Government Employees Training Act**GSA** General Services Administration**HQDA** Headquarters, Department of the Army**HR** Human resources**HRD** Human Resources Development**HRO** Human Resources Office®**IDP** Individual development plan**JTR** Joint travel regulation**MOS** Military Occupational Specialty**NGB** National Guard Bureau**OPM** Office of the Secretary Management**OSD** Office of the Secretary of Defense**PIP** Performance improvement plan**SOB** State operating budget**TPB** Technician Personnel Bulletin**TPP** Technician personnel regulation**TPR** Technician personnel regulation**T&D** Training and development**USAF** United States Air Force

USPFO

United States Property and Fiscal Officer

Section II Terms

HRD. HRD is an activity or a set of activities arranged to provide learning experiences for people. HRD provides a broad conceptual structure for T&D centered around organizational missions, processes, and activities. HRD includes training as well as employee development and all types of organized learning experiences.

HRD Committee. A method provided for in paragraph 3f, Appendix D, DoD 1400.25M, to ensure coordinated line management direction to HRD programs. When used as the state's focal point for HRD requirements, the committee advises or makes decisions on statewide training needs and mission impact, plans, priorities, and funding, and evaluates effectiveness of the HRD program. HRD committees are chaired by a senior manager and include the HRO or EDS and members whose advice on HRD matters reflects sound management and fiscal philosophy and the command and management perspective on HRD. In addition to commanders or their deputies, other senior staff members with knowledge or ability to guide HRD decisions may be included.

Technician. Excepted and competitive service technicians defined in 32 USC §709(d).

The Technician HRD Program. A program required by law, executive order, and regulations, cited in appendix A, to plan, develop, fund, execute, and evaluate T&D activities for National Guard technicians.

Training. In a generic sense, training is the process of imparting information to achieve changes, in the participant's behavior. The statutory definition of training is in 5 USC §4101.

Training Coordinator. An individual designated by a manager or commander to assist one or more managers, commanders, or supervisors in carrying out their HRD responsibilities, in coordinating HRD activities, and in serving as a liaison with the EDS.

By Order of the Secretaries of the Army and the Air Force:

EDWARD D. BACA
Lieutenant General, USA
Chief, National Guard Bureau

Official:

DEBORAH GILMORE
Chief
Administrative Services

DISTRIBUTION: ARNG: B
ANG: F
PLUS: 10ea HRO

STATE OF WEST VIRGINIA
ADJUTANT GENERAL'S DEPARTMENT
CHARLESTON, WEST VIRGINIA 25311-1085

WV Technician Personnel Regulation
Number 400-1

Training

MILITARY TECHNICIAN TRAINING PLAN

CHAPTER 1

GENERAL

1-1. PURPOSE: The purpose of this plan is to provide information and guidance for managers and supervisors, and to establish procedures for administration of the Military Technician Training Program for the National Guard of the State of West Virginia. It is designed to provide education and training opportunities, and skill development not otherwise available to military technicians through regular military training programs. This plan does not cover training or training planning related to the military position of their drill status assignment or AGR position.

1-2. REFERENCES: Federal Personnel Manual, Chapter 410 and 412; Public Law 85-507; Public Law 90-486; Executive Order 11438; Training Act, July 7, 1958; and NGB TPR 410.

1-3. POLICY: It is the policy of the West Virginia National Guard to carry out the responsibilities under the directive as referenced in paragraph 1 - 2 above to establish or strengthen in-service training programs; send military technicians to training programs conducted by other Government agencies to the extent that these agencies are capable of accepting and providing adequate training; send military technicians to Non-Government facilities for needed training that is not readily available within the Government; and pay all or part of expenses such as tuition, books, per diem, and travel of individuals attending courses of instruction and meetings that will contribute to better supervision and management of unit mission. Training will be provided to military technicians regardless of race, color, religion, gender, national origin, age or physical or mental handicap.

1-4. DEFINITIONS:

a. Service Schools include all training that is conducted on a regular and repetitive basis by the military services. Special "one-time" or infrequent indoctrinations conducted by the military services are not considered to be service schools for the purpose of this plan.

This regulation supersedes WV Technician Personnel Regulation 400©1, dated 19 May 87.

DISTRIBUTION: A, B, C

b. Course of Instruction include all training programs conducted by Government agencies or activities other than military services (i.e., Office of Personnel Management training Centers). Non-Government training programs are college or university, and factory training programs.

c. Military Technician includes competitive and excepted employees of the West Virginia National Guard. It does not include AGR and drill status personnel.

d. Official duties are the authorized duties which the military technician is presently or can be reasonably expected to perform in the future.

CHAPTER 2

RESPONSIBILITIES

2-1. THE ADJUTANT GENERAL: The Adjutant General (TAG) is responsible for the overall management of the Military Technician training program to ensure that adequate and effective training is provided when needed to improve technical skills and managerial/supervisory abilities.

2-2. SUPPORT PERSONNEL MANAGEMENT OFFICER: The Support Personnel Management Office (SPMO) is responsible to:

- a. Represent the Adjutant General on training matters for all assigned military technicians.
- b. Maintain records on training requests and accomplishments.
- c. Certify that training requests meet legal and regulatory requirements.
- d. Perform an annual military training survey, identify training needs, develop an annual training plan, and formulate and submit input for Army and Air Force training budgets.
- e. Advise and assist commanders, managers and supervisors on the courses, resources, and procedures available to accomplish training in the most efficient and cost effective manner.
- f. Coordination of assignment and scheduling of classes that have limited quotas.
- g. Insure quotas are obtained for requested course when they are not provided.
- h. Conduct new military technician briefings, which should include the following major topics:
 - (1) Mission and organization.
 - (2) Military Technician rights, opportunities, and privileges.

(3) Responsibilities and obligations of National Guard Military Technicians, including restrictions with regard to gratuities and outside activities.

(4) Leave, pay, health benefits, insurance, retirements, injury compensation, and training requirements.

(5) Health and Safety.

(6) Merit promotion policy, fair employment policy, and incentive awards program.

(7) Security and safeguarding information.

(8) Any items covered by negotiated agreement.

(9) Equal employment opportunity program.

(10) Adverse actions.

2-3. SUPERVISORS: Each supervisor is responsible for:

a. Using the results of performance appraisals as a basis for determining needs and approving training requests.

b. Determining if training can be accomplished on-the-job, and if not, then through a military service school, then a Government interagency school, and finally a Non-Government source.

c. Establishing individual development plans (IDP's) for each technician using current performance standards and appraisals (Attachment 1).

d. Encouraging individual self-development programs to improve technician and military attitudes and skills.

e. Submitting all requests for training on DD Form 1556. (Attachment 2).

f. Ensuring that when training requests are submitted, they are economically effective; and in support of the overall mission priorities.

g. Participating in the annual training surveys, by making sure that training requests are submitted in order that training budget costs can be adequately prepared for submission.

h. Evaluates the effectiveness of all training using the appropriate section of DD Form 1556.

i. Submitting National Guard Professional Education Center (NGPEC) training quota requests for each fiscal year.

CHAPTER 3

DETERMINING TRAINING NEEDS3-1. IDENTIFICATION OF TRAINING NEEDS

a. The first step in the identification of training needs will be the identification of the knowledge, skills and abilities required for maximum effectiveness in the various military technician positions. Each supervisor must analyze the performance standards against the established qualification requirements to determine training needs. The training needs must be job-related and must be to overcome shortcomings in job performance, or to provide an added skill to perform assigned duties, rather than nice-to-have training.

b. In analyzing training needs, supervisors must analyze and evaluate identifies needs to determine whether formal training is the best way to solve training requirements. On-the-job training or some other method of training such as coaching, special project assignments of rotational assignments may be preferable to formal training.

c. Supervisors should evaluate the various solutions available. If assistance or information is desired, they should contact the Employee Development Specialist (EDS) on the Support Personnel Management Office. The EDS will assist in determining the best methods of meeting training needs of identifying other solutions to training needs.

d. All National Guard Military Technician training requests must be given a priority determination. Priorities will be coded on the DD Form 1556 (*20h,) using the following guidance.

(1) Priority I - Training that must be accomplished or it would have a direct adverse effect on the National Guard mission accomplishment. Training directed by the National Guard Bureau.

(2) Priority II - Training that is required to provide for systematic replacement of skilled employees who will leave the work force and, if deferred, beyond the training cycle would have an adverse effect on mission accomplishment.

(3) Priority III - Training that is required for an individual who is performing at an adequate level of competence but will increase efficiency and productivity, and has minimal effect on organizational mission.

3-2. REPORTING TRAINING NEEDS.

a. After supervisors have completed the identification process of training needs outlined on paragraph 3-1 above, a list of those needs will be submitted to the Support Personnel Management Office. Training requirements that have been identified must be completed annually and submitted to the SPMO NOT LATER THAN 31 MARCH for input into the upcoming fiscal year budget. (See Attachment 3, Annual Budget Submission for Military Technician School - Tuition, Per Diem & Travel.) The requirement to accomplish this in a timely manner makes it necessary for supervisors to continually monitor the work force to determine the available skills and to identify the training requirements to effectively manage the available military technician resources. The Employee Development Specialist, SPMO, will work with supervisors and managers to determine the most efficient and effective method to accomplish the required training needs.

b. After analyzing the training needs, supervisors and managers will work with the SPMO and financial managers to obtain funding to support the required training. After all training requirements have been identified the Support Personnel Management Office will submit a consolidated funding estimate to the USPFO for Army. The training budget estimates for ANG Military Technicians will be submitted to the appropriate ANG Financial Manager for consolidation into overall budget requirements.

3-3. NATIONAL GUARD PROFESSIONAL EDUCATION CENTER TRAINING:

a. Military technicians must be properly trained to do their military technician jobs. The proponent courses at the National Guard Professional Education Center (NGPEC) have been designed for this purpose. This is mandatory training for military technicians holding positions for which a training course has been established. Military technicians will be scheduled for, and complete, such training at NGPEC prior to attendance of Professional Military Education (PME), courses (ANG), or Military Education Programs (MEP) ARNG. Failure to satisfactorily complete a required PME or MEP course may result in removal from the military technician position.

b. The Support Personnel Management Office will monitor the training calendar and quotas and assist supervisors and managers in scheduling individuals to attend appropriate proponent courses at the National Guard Professional Education Center (NGPEC), Camp Joseph T. Robinson, North Little Rock, Arkansas.

c. Supervisors are required to furnish the SPMO their training requirements for NGPEC quotas for the next fiscal year. These will be consolidated and forwarded to the Professional Education Center. When quotas are received from NGPEC, each major functional area manager will be scheduled to meet with the SPMO at a designated location to schedule those individuals that need training in the various training quarter for the next fiscal year.

d. Other non-proponent quota courses, conferences and seminars offered at NGPEC, etc., will require close coordination with managers, supervisors, and the SPMO in order that appropriate scheduling and travel arrangements are completed.

e. Spaces for NGPEC courses are limited, so it is important that individuals who are scheduled to attend, do so as scheduled. Exceptions will be made for emergencies only. In all cases, it is the supervisor's responsibility to find a suitable replacement for the excused individual, time permitting.

CHAPTER 4

TRAINING MANAGEMENT

4-1. CONTROLLING RESOURCES.

a. Each manager who has been allocated training funds will be responsible for monitoring training requests and expend funds to obtain maximum benefits from available resources. Unprogrammed training may be conducted within available training funds. Requests for additional funds may be made during mid-year review or other budget update periods.

b. The overall control of ARNG funds will be coordinated by the Support Personnel Management Officer and reallocation or transfer of funds will be coordinated the SPMO and USPFO.

4-2. SUBMITTING APPLICATIONS FOR TRAINING.

a. The applications for all courses other than NGPEC Courses for military technicians will be submitted using a DD Form 1556, or other forms requested by the sponsoring organization or training vendor. A set of DD Form 1556 (a 10-part form) must be prepared as outlined on the reverse side of copy 10 of the form. A sample of a completed DD Form 1556 is attached to this plan as Attachment 2. Assistance in completing the application may be obtained by contacting the Employee Development Specialist, SPMO.

b. Applications for sources that are controlled and scheduled by the Support Personnel Management Office will be submitted and coordinated by the Employee Development Specialist, SPMO. Information and scheduling will be coordinated with the manager or supervisor. TPR 410 mandates that a State will not contract for training involving more than six individuals without approval of NGB/TNS. Therefore, it is important that the supervisor requesting such training do so in a timely manner, to provide the lead time necessary to obtain NGB approval.

4-3. EVALUATION OF TRAINING. All training of 8 hours or more will be evaluated on DD Form 1556, using copy 9 (Evaluation/Critique). After completion of training, the individual receiving training should complete the training evaluation within two weeks and forward the completed evaluation to the SPMO within three weeks after completion of training. The evaluation will be retained by the SPMO and will be used to recommend future courses of training for other individuals.

4-4. TRAVEL ORDERS.

a. All requests for travel orders for training will be completed by the functional area manager of the traveler and submitted to the Employee Development Specialist (EDS) in SPMO for completion of cost estimates and authentication. Any questions on the preparation of the travel order requests will be referred to the EDS.

b. Travel Orders for ARNG military technicians will be submitted on DD Form 1610. The form should be prepared with blocks 1 through 17 completed using attachment 4 to this plan as a guide. The Traveler's functional area manager/supervisor should sign block 17.

c. Travel orders for ANG military technicians will be submitted on WVANG Form 10-7, Unit Orders Request, using attachment 5 as a guide. The completed request will be used by the EDS to input into the Automated Orders System.

4-5. TRAINING RECORDS:

a. Supervisors will develop and Individual Development Plan (IDP) for each subordinate, outlining training required to meet the needs of the position occupied (Attachment 1). This will enable an effective and efficient allocation of training resources, and will also insure maximum training of subordinates. Military technicians who are employed in training positions must have an IDP established. This will enable the individual to increase productivity and to achieve full effectiveness with a minimum of lost or reduced efficiency.

b. Each supervisor will document all training received by each military technician in a training status. This training will be recorded on the IDP.

FOR THE GOVERNOR:

5 Atchs

1. Individual Development Plan
2. DD Form 1556
3. Technician School Travel/Tuition Form
4. DD Form 1556
5. Unit Orders Request

JOSEPH J. SKAFF
Major General, WVARNG
The Adjutant General

*****SAMPLE*****

(Location)

[illegible]

THE ADJUTANT GENERAL'S DEPARTMENT
1703 Coonskin Drive
Charleston, WV 25311-1085

TECHNICIAN TRAINING PLAN
August 1994

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FULL-TIME EMPLOYEE TRAINING PROGRAM

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CHAPTER 1

GENERAL

1-1. PURPOSE: To provide information and guidance for managers and supervisors on the Administration of the Technician Training Program in the West Virginia National Guard. This plan covers training and training management related to the Technician's full-time support position.

1-2. REFERENCES: Federal Personnel Manual, Chapter 410 and 412, and TPR 400, dated 1 April 1989.

1-3. POLICY ON TECHNICIAN EMPLOYMENT TRAINING:

a. It is the policy of the West Virginia National Guard, in carrying out our responsibilities, to do the following:

(1) Establish or strengthen needed in-service training programs.

(2) Send technicians to training programs conducted by other Government agencies based on availability of spaces and funding.

(3) Send technicians to non-Government facilities for needed training which is not reasonably available within Government, and to fund all or any part of the expenses of such training.

b. This program is designed to provide training opportunities to meet mission requirements and to increase efficiency and economy in building and maintaining a skilled work force.

c. Supervisors, commanders, and other management officials of the National Guard have the authority to direct a technician to take a course of training. The Course must be necessary in the performance of the technician's official duties as described in the individual's official position description and as these duties relate to the mission of the National Guard. Discipline/adverse action may be imposed if such an order is not obeyed. The order to train must not be arbitrary, capricious, or unreasonable. A technician should not be required to take other training in order to solely improve his/her performance if that performance is already satisfactory. A technician with a fully acceptable or better performance rating cannot use that reason solely to object to attending a directed training course when the supervisor has determined that the training is in the best interest of the needs of the organization. The supervisor's determination must be based on the duties and responsibilities of the official position description and in accordance with this plan.

1-4.

DEFINITIONS:

a. Service School: Includes all training that is conducted on a regular and repetitive basis by the military Services. Special “one time” or infrequent indoctrinations conducted by the military services are not considered to be service schools for the purpose of this policy.

b. Course of Instruction: Includes all training programs conducted by Government agencies or activities other than military services, i.e., college or university conducted courses, etc.).

c. Technician: Includes competitive and excepted technicians employed by the West Virginia National Guard.

d. Official Duties: The authorized duties which the technician is presently doing or can be reasonably expected to do in the future as defined in the performance standard which is derived from the official position description assigned to the position.

CHAPTER 2

RESPONSIBILITIES

2-1. SUPPORT PERSONNEL MANAGEMENT OFFICE: The Support Personnel Management Office (SPMO) is responsible for:

- a. Administering the technician training program in accordance with the authority delegated by the Adjutant General.
- b. Documenting, recording, and keeping files on all training requests and training matters.
- c. Certifying that training programs meet legal and regulatory requirements.
- d. Performing technician training surveys, identifying training needs, developing training plan, and formulating and submitting input for the Army and Air training budgets.
- e. Providing assistance to managers and supervisors on training.
- f. Developing and issuing a written policy on training in a state regulation/plan.
- g. Providing supervisory training.
- h. Ensuring that the SPMO is represented at all training committee meetings and the ANG Financial Management Resources Board meetings.
- i. Ensuring TPR 300(335) and labor agreement requirements are followed whenever technician training is intended primarily for promotion.

2. SUPERVISOR: Each supervisor is responsible for:

- a. Determining training needs of their subordinates.
- b. Establishing Individual Development Plans (IDP) for technicians hired below the full performance level and Performance Improvement Plans (PIP) for technicians rated below fully acceptable.
- c. Encouraging individuals self-development.
- d. Ensuring that training is in support *of* overall mission priorities.
- e. Submitting all requests for technician training on DD Form 1556.
- f. . Evaluating the effectiveness of training using Copy 9 *of* DD Form 1556.
- g. Annotating training on item 10 of the 1GB Form 904-1, Supervisors Record of technician Employment.
- h. Ensuring that training completion documents are forwarded to the SPMO for data collection, analysis, and filing IAW FPM Supplement 293-31.
- i. Evaluating the results *of* performance appraisals as a basis for determining training needs for each technician or shop and approving training requests.

CHAPTER 3

DETERMINING TRAINING NEEDS

3-1. IDENTIFICATION OF TRAINING NEEDS:

a. The first step in the identification of training needs will be to identify the knowledge, skills, and abilities required for maximum effectiveness in the various technician positions. Each supervisor must analyze the performance standards against the assigned technician qualifications to determine training needs. The training needs identified must be job related and must be to overcome a shortcoming in job performance, or to provide an added skill to perform assigned duties. Appendix C contains a flow chart to determine training needs.

b. In identifying training needs, supervisors must evaluate job requirements and performance to determine whether formal training is required. Other options to be considered are on-the-job training, coaching, mentorship, special project, or rotational assignments. Use the attached Technician School Travel and Tuition form, Appendix D to identify training needs. Local reproduction is authorized.

c. All technician training requested must be given a priority determination. Priorities will be coded on DD Form 1556 (Section B, item 20h) using the following guidance:

(1) Priority 1 - Must be accomplished or it will have a direct adverse effect on the National Guard mission. Such training includes new equipment, new programs, and NGB directed training.

(2) Priority 2 - Required to provide for systematic replacement of skilled technician who will leave the technician work force and if deferred beyond the training cycle, would have an adverse effect on mission accomplishment.

(3) Priority 3 - Training designed to increase efficiency of employees who perform adequately. Deferment would have minimal effect on organization mission.

3-2. REPORTING TRAINING NEEDS:

a. After supervisors have completed the identification process of training needs outlined in paragraph 3-1 above, a list will be submitted to the Employee Development Specialist in the SPMO on a Training Needs Survey Form (attached) for the next fiscal year. This procedure facilitates programming the training needs into the next annual fiscal year training program and also the current fiscal year budget. The Employee Development Specialist will assist managers and supervisors in determining the most efficient means of meeting the individual training requirements.

b. Consolidated funding estimates will be submitted by the Support Personnel Management Office to the USPFO for Army technicians and to the ANG Accounting and Finance Office who will input the funding requirements into the budget for upcoming fiscal year.

c. Upon receipt of the funding document from 1GB, funds will be allocated on priorities of training needs, taking into consideration the actual funding received as compared to the funds requested.

CHAPTER 4

TRAINING SOURCES

4-1. GOVERNMENT RESOURCES

a. The vast majority to governmental training made available to National Guard technicians is provided through military service school (including National Guard schools), government interagency schools, i.e., Office of Personnel Management (OPM) , General Service Administration (GSA) , National Independent Study Center (NISC) , and other DOD agencies.

(1) Military service schools. Technicians will attend training in technician status when training more closely relates to the technician's duties than their military duties. When determination of "status is difficult, the final decision rests with the Adjutant General or designated representative. Attendance in technician status is influenced by such considerations as:

(a) The technician's position is being affected by an equipment conversion and training is required to meet the basic qualifications of the job.

(b) A technician has a position change because of a reduction-in-force and requires minimum retraining to bring performance to an acceptable level.

© A change in a technician's position description that requires formal training.

(2) Before technicians attend military service schools they should be advised by their immediate supervisor of the following:

(a) Limited military privileges available (e.g., commissary, exchange privileges).

(b) They must comply with all the requirements of the appropriate military service component, including the wearing of the uniform, to the same extent as if they were attending in their National Guard status (Ref TPR 300(302.7).

© Government quarters must be used if available IAW (JTR Vol II). Also, that government quarters will be occupied based on military grade (Ref TPR 935) equivalent to the technician's civilian grade (Ref WVNG Union Contract, page 68 item 21.6c).

(d) They will not be required to perform incidental military duties such as change-of-quarters, barracks chief, officer-of-the-day, etc.; but will be expected to perform additional duties required of any civilian class member.

(e) May be required to travel on military aircraft, if available. If military aircraft is available, and technician elects other means of transportation, he/she will be reimbursed I/A/W applicable JTR.

3. The following statements will be placed on travel orders:

(a) "Training in a military technician status is authorized under TPR 400(410.4)".

(b) "Individual will not be required to perform incidental Military duties such as charge-of-quarters, barracks chief, officer-of-the-day, etc., but will be expected to perform additional duties required of any civilian class member".

CHAPTER 5

TRAINING MANAGEMENT

5-1 CONTROLLING RESOURCES:

a. Each manager who has been allocated training monies will be responsible to monitor training request and expenditures to obtain maximum benefits from available resources. Unprogrammed training may be conducted within available funds. Request for additional funds may be made during mid-year review or other budget update periods.

b. The over all control of Army technician training funds is the responsibility of the Support Personnel Management Office. Any reallocation or transfer of funds will be controlled by the SPMO. The SPMO is the program manager for Army training funds and will be responsible for the allocation and transfer of these funds in coordination with the USPFO.

c. The funds allocated to support ANG technician training are controlled by the Base Financial Committee. It is the responsibility of the SPMO and Comptroller to ensure that technician training funds are obligated according to identified training needs and priorities. To ensure compliance with legal and regulatory requirements all DD Form 15568 for technicians (to include individuals attending military service schools in technician status) must go through the SPMO for certification.

5-2. SUBMITTING APPLICATIONS:

_a. The application for all courses will be submitted using the DD Form 1556 any other form requested by the sponsoring organization. The DD Form 1556 is used to request, approve, disapprove, and evaluate all government and nongovernmental technician training. A sample *of* DD Form 1556 is attached to this plan as Appendix A. Assistance in completing the application may be obtained by contacting the Employee Development Specialist in the SPMO.

5-3. EVALUATION OF TRAINING: Copy 9 of the DD Form 1556 is used to evaluate all technicians training of 8 or more hours. After completion of the training course, the technician will complete the Evaluation Data Portion within 10 working days. The supervisor will complete the supervisors evaluation within 10 working days and forward to the SPMO. The evaluations are retained by the SPMO and used to determine the effectiveness *of* the training.

TRAINING RECORDS:

a. Supervisors will evaluate training needs of subordinates and develop an Individual Development Plan (IDP) outlining the training necessary to meet the performance standards of the position. This will ensure an effective and profitable allocation of training resources and will also ensure maximum utilization of subordinates.

(1) Developmental Positions: Technicians employed in trainee positions are required to have an established Individual Development Plan. The training plan will outline how the technician can receive the knowledge, skills, and abilities necessary to attain the established goals of the position. The training will be recorded on the technicians Individual Development Plan and the NGB Form 904-1, Supervisors Record.

b. Each supervisor will document on the NGB Form 904-1, Supervisors Record, all training received by the technicians that they supervise. A record of an individual's military training is maintained in the appropriate military records.

CHAPTER 6

TRAINING PROGRAMS

6-1. SUPERVISORS AND MANAGERS: It is recognized that supervisors and managers require training in order to effectively manage various programs. Managers and supervisors are expected to attend the following courses:

Basic Orientation Course for Supervisors and Managers - One day course Required Attendance - Normally within 60 days of assignment to supervisory position.

Basic Supervisors Course - Five day course Required attendance - Normally within six months to one year of assignment to a supervisory position.

Role of Supervisors and Managers in EEO Course - Three day course Recommended training for all supervisors and managers.

Position Classification and Position Management Course - One day course – Recommended training for all Supervisors and managers.

Middle Management Course (OPM) - Five day course - Recommended for all levels of supervision.

Executive Leadership Seminar - Five day course - Recommended for GS-II or WS-II and above who occupy managerial/policy level positions.

6-2. ACTIVITY:

a. An annual training survey is conducted to determine the training needs of all West Virginia National Guard technicians.

b. The training supported is contingent upon availability of funds.

c. Attachment 1 are projected training requirements. input from the Annual Training Survey. This list is based on input from the Annual training Survey.

d. If at any time a supervisor or manager finds it necessary to make any changes to the approved training in this plan, please contact the SPMO Employee Development Specialist at the earliest possible time.

JOSEPH J. SKAFF
Major General
The Adjutant General

