EIGHTH ARMY REGULATION 690-5

CIVILIAN PERSONNEL (690)

Training and Development

17 December 1987

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17 December 1987

Civilian Personnel
TRAINING AND DEVELOPMENT

SUPPLEMENTATION. Issue of further supplements to this regulation by subordinate commands is prohibited unless prior approval is obtained from HQ EUSA, ATTN: CPJ-LPM, APO SF 96301-0009.

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*This regulation supersedes EUSA Reg 690-5, 14 March 1984.

1. **PURPOSE.** This regulation establishes policy and requirements for the training and development of US and Korean civilian employees. It also prescribes application procedures for the Logistics and Acquisition Management Program (LOGAMP) and administrative procedures for the Korean National Outplacement Program (KNOP) in appendixes A and B, respectively.

2. **APPLICABILITY.** The provisions of this regulation are applicable to US and Korean civilian employees of Eighth US Army (EUSA) activities, employees of other activities under common servicing agreements or interservice support agreements who are paid from appropriated funds, and military supervisors, managers, and executives who supervise civilian employees. The policies, principles, limitations, and guidance relating to training in this regulation and as expressed in AR 690-400, Chapter 410, are applicable to Army nonappropriated fund (NAF) employees as well. Non-EUSA organizations are responsible for career program management training and for funding their employees' training.

3. **REFERENCES.** Required and related references are listed at appendix C.

4. **EXPLANATION OF SPECIAL ABBREVIATIONS.**

a. ACPO ----- area civilian personnel office

b. KNOP ----- Korean National Outplacement Program

c. LOGAMP --- Logistics and Aquisition Management Program

d. OCPD ----- Office of the Civilian Personnel Director

e. ROKG ----- Republic of Korea Government

5. **RESPONSIBILITIES.** In addition to the requirements herein, the broad responsibilities assigned by the Secretary of the Army will be discharged as provided in AR 690-200, Chapter 250, paragraph 1-3b.

a. Commanders of installations, chiefs of activities, and chiefs of HQ EUSA staff elements assigned responsibility for civilian personnel management and administration IAW AR 10-20 will--

(1) Determine the need, program for, conduct, record, report, and evaluate all training of civilian employees.

(2) Ensure that military and civilian supervisors at all echelons understand and fulfill their responsibilities for developing employee job competence.

(3) Participate in the command training program by making qualified personnel available, when appropriate, to serve as instructors; by providing facilities, when available, for training employees; and by furnishing transportation within the geographical area.

(4) Ensure that resources are available to support training and development programs.

(5) Approve or disapprove requests for out-of-country training. Commanders may delegate approval authority to the area civilian personnel office (ACPO).

(6) Designate key US or Korean personnel as training coordinators.

b. Chiefs of HQ EUSA staff elements/career program managers will--

(1) Review training surveys and requirements for on-site training in their respective areas of responsibility.

(2) Ensure requests for out-of-country training are appropriate and proper in terms of mission and career development.

(3) Control allocation of quotas, both for incountry training and allocated CONUS resident courses, within their functional purview.

(4) Fund on-site training in their functional program area using the appropriate Army management structure (AMS) code.

c. The Civilian Personnel Director, EUSA, will--

(1) Provide overall command policy and staff direction of the civilian training, education, and development program.

(2) Draft the command training policy for submission to the HQ EUSA Civilian Personnel Training Committee.

(3) Advise and assist the HQ EUSA training committee and serve as a "resource person" to the committee.

d. Area civilian personnel officers will--

(1) Provide advice and assistance to management concerning determination of training needs, identification and procurement of training resources, and availability of training.

(2) Conduct civilian personnel management training for newly assigned military and civilian supervisors.

(3) Develop and administer the area training plan for civilian employees.

(4) Review training nominations to ensure prerequisites are met, training has not been taken before, and that regulatory requirements have been met.

(5) Ensure that training needs surveys are conducted to coincide with the Army budget cycle.

(6) Obtain DA, DOD, and other Federal agency and non-Government school quotas as requested by commanders, functional staff offices, and major Army command (MACOM)/activity career program managers.

(7) Evaluate training plan accomplishments.

(8) Advise and assist the area civilian personnel training committee and serve as a "resource person" to the committee.

(9) Maintain records and report training as required by higher headquarters.

e. Managers and supervisors will--

(1) Encourage and schedule their subordinate employees to participate in training and development programs with the objective of achieving increased employee productivity.

(2) Ensure that new civilian employees receive proper orientation in their jobs.

(3) Identify training needs, plan training activities, and program class attendance to satisfy employee and organizational training needs.

(4) Accomplish job-related training as planned.

(5) Provide training opportunities that best serve the needs of the organization and lead to the career goals of the individual.

(6) Evaluate training effectiveness in terms of increased individual job competence and efficiency.

f. Employees will be responsible for recognizing the importance of their own development, making known their interest in increasing pertinent job skills and knowledge, and expending the time and effort necessary to attain their career goals. They will also be responsible for the following:

(1) Devising a pattern for broadening their background in pursuit of career goals.

(2) Assessing their background and potential against specific or general goals.

(3) Communicating their interests and desires for study and other developmental activities to their supervisors.

(4) Consulting with employee development specialists in the civilian personnel office for professional direction and guidance.

(5) Applying to the work situation the knowledge, skills, and techniques acquired through training.

6. POLICY.

a. Training is part of the work situation and a responsibility of management. Although management must give employees the training they need for their official duties, it is management, not the employee, that determines the need for training. Generally, that training which is necessary to enable an individual to do the assigned job is considered job performance training. Training that applies to an individual's career and is not unique to a given assignment or level of performance is considered developmental training. Training is not a right or fringe benefit of employees. Training needs will be continuously reviewed, and modern training practices will be aggressively used to raise the level of employee performance and to meet present and anticipated needs for administrative, technical, clerical, professional, and managerial skills.

b. Training and development provided to employees must be related to official duties in the same line of work as their current job descriptions. Employees officially assigned to trainee or upward mobility positions may receive training in designated occupations of planned future assignments. Consideration must be given to providing career development training as specified in career program regulations.

c. The allocation of available spaces in education, training, and development programs will demonstrate full adherence to Federal Government policy guaranteeing equal opportunity to all persons without regard to race, color, religion, sex, national origin, age, or handicap. Affirmative actions will be taken to ensure that qualified women, members of minority groups, and the handicapped are given opportunities for training on an equitable basis with all other employees.

d. In accordance with the Equal Employment Opportunity Act of 1972, training and education programs will be designed to provide an ample opportunity for employees to advance and perform at their highest potential. Training and education programs will be in accord with the employee's official duties and, to the extent possible, will be in accord with the opportunities anticipated in the activity at the time the employee is expected to achieve developmental milestones.

e. Efficient use of internal training and development facilities will be made before supplementing them with other Government facilities (interagency) and non-Government facilities. The capabilities, facilities, and services of the Office of Personnel Management and other Government agencies may be used to the extent of their availability and suitability to meet the activity's training needs.

f. Training programs will be planned, programmed, and budgeted to meet essential employee development needs in order to ensure that the command has a work force of well-trained employees, potential managers, and executives. Training programs will be fully integrated with other personnel management and operating programs and will involve line management in a systems approach to training to determine the knowledge, skill, and attitude changes needed by the organization on both an immediate and a long-range basis.

g. Adequate administrative controls will be established to ensure that training being conducted or being planned actually serves to improve employee performance, contributes to economical, efficient achievement of program goals, and encourages employee self-development.

h. NAF-oriented training courses, maintenance of related records and reports, and other administrative functions will be supported by NAF dollar resources and personnel, IAW AR 215-3.

i. As authorized in AR 690-400, Chapter 410, paragraphs 6-2 and 6-3, EUSA will fund for approved training conducted by, in, or through Government facilities. Employees cannot be directed or allowed (voluntarily) to attend required training at their own expense.

j. As authorized in AR 690-400, Chapter 410, paragraphs 6-2 and 6-3, EUSA may pay all costs for approved training in non-Government facilities if the training is justified.

7. **TRAINING COMMITTEES.** The training committee helps the commander of the serviced area develop and implement an effective training program. It helps determine overall organization and mission training needs, develop the annual plan, support budget requirements, and evaluate overall results of training.

a. The following civilian training committees will be established IAW AR 690-400, Chapter 410, subchapters 3 and 17, for HQ EUSA and subordinate civilian personnel serviced areas:

(1) HQ EUSA Civilian Training Committee.

(2) Seoul Area Civilian Training Committee.

(3) Taegu Area Civilian Training Committee.

(4) Pusan Area Civilian Training Committee.

(5) Camp Humphreys Area Civilian Training Committee.

(6) Uijongbu Area Civilian Training Committee.

(7) Camp Casey Area Civilian Training Committee.

(8) Camp Page Area Civilian Training Committee.

b. The HQ EUSA Civilian Training Committee.

(1) Committee membership.

(a) Chairperson. The Deputy Chief of Staff, EUSA, will be the chairperson of the committee.

(b) Voting members. The Deputy Chief of Staff, EUSA; the Assistant Chief of Staff (ACofS), G1; the ACofS, J4; the ACofS, J6/IM; the ACofS, Resource Management; the ACofS, Engineer; the ACofS, Acquisition Management; the Civilian Personnel Director, EUSA; the Equal Employment Opportunity Officer; and the Federal Women's Program Representative are voting members. A member-at-large may be appointed to ensure minority group representation. Staff principals may designate military (0-5 and above) and civilian (GM-13 and above) as alternate members.

(c) Nonvoting member. The Executive Secretary (Chief, Labor and Performance Management Division, Office of the Civilian Personnel Director (OCPD)).

(d) Alternate members. Each staff office chief will designate a senior officer or civilian to serve in the absence of the primary committee members. Designation of alternates, to include position title, will be submitted to the Executive Secretary.

(2) Responsibilities. The committee will--

(a) Review training and development conducted within EUSA for compliance with pertinent directives, executive orders, laws, and regulations.

(b) Review and approve a final draft of the command training policy submitted by the OCPD. Final approval authority for the training policy will be the Chief of Staff, EUSA.

(c) Monitor implementation of training and development programs.

c. Area civilian training committees.

(1) Committee membership.

(a) Chairperson. The senior member attending will be the chairperson of the committee.

(b) Voting members. Military (0-3 and above) and civilian (normally GS/KGS-11 and above) personnel representing major organizations assigned in the area should be the members. Members should have authority to commit their organizations to a training and development plan. The committee should normally have five to seven members, plus a resource management representative, but may have as many members as required depending on the number of major organizations serviced by the ACPO. The Seoul and Taegu area training committees will include the Equal Opportunity Managers and a representative of the Federal Women's Program.

(c) Nonvoting member. The Executive Secretary (Chief, Training and Development Branch, ACPO.

(2) Responsibilities. The area training committees will--

(a) Review the annual fiscal year training program planning document received from the servicing ACPO and forward it to the appropriate commander for approval prior to the beginning of the fiscal year.

(b) Review training accomplishments and identify new or declining needs due to changes in organization, mission, equipment, or operating procedures.

(c) Review and approve an annual written evaluation of progress made and goals accomplished in the training program plan for each fiscal year.

(3) Procedures.

(a) The chairperson of the committee will call a meeting when a need exists in carrying out the responsibilities specified in subparagraph b(2) above.

(b) Equitable consideration will be given, in priority order, to all employees who need training and who meet regulatory and institutional prerequisites for training and development.

(c) The training program plan approved by the installation/activity commanders in coordination with their resource manager will be implemented and administered by the servicing ACPO.

(d) Installation/activity resource managers will support planned training. Funds programmed in support of approved training programs will be neither decreased nor reprogrammed without approval of the Program Budget Advisory Committee (PBAC) as ratified by the applicable commander.

(e) An annual written evaluation of programs and accomplished goals of the training program plan will be prepared by the Executive Secretary and submitted to the committee.

(f) Appendixes will be added to this regulation as detailed procedures for planning and prioritization, budgeting, and quota establishment and allocation become necessary and are developed.

8. DETERMINING NEEDS AND PLANNING TRAINING.

a. Training is given only to meet existing or foreseeable needs. Supervisors will review the needs of their subordinates in conjunction with performance appraisal and training-needs surveys.

b. Training needs are identified by determining the differences between skills and knowledge required to perform particular jobs (current and planned) and those already possessed by employees, as evidenced by their performance. Training needs are identified by supervisors' observations during performance appraisals. They also may be generated by changes in work methods, by functional changes in career fields, and by scientific and technological developments.

c. Managers at all levels should ensure that the annual inventory of training needs will include all requirements for training, regardless of whether these are to be met by on-the-job or off-the-job training, short-term or long-term education, self-development, developmental experiences, and special assignments.

d. Annual training-needs surveys will be conducted as follows:

(1) Each activity will conduct a survey IAW instructions issued by the servicing ACPO to determine training needed for the coming fiscal year.

(2) Requirements for centralized training courses of 8 or more hours' duration conducted incountry by EUSA activities will be submitted by specific course title. Estimated costs will be reported for civilian employees requiring travel allowances and per diem for attendance.

(3) Tuition assistance program requirements will be reported. The number of employees affected, course title, institution, fiscal quarters involved, and tuition costs will be indicated for each course.

e. Employee development specialists at the servicing ACPO will review training requirements submitted by supervisors for completeness and eligibility requirements, will review nominations for CONUS resident school courses for adherence to published prerequisites, will ensure training has not been taken before and that regulatory requirements are met, and will review for the correctness and completeness of justifications and supporting documentation. These specialists will attach the current individual development plan, if any, in the case of career program employees or Korean employees in career series, and forward the training nomination to the MACOM/activity career program manager for review and recommendation.

f. The area civilian personnel officer will ensure that funding requirements for all training (travel allowances and per diem, tuition, etc.) are coordinated with the appropriate installation/activity resource manager or functional proponent and are included in the annual training plan.

g. The training program plan is developed as follows:

(1) Prior to the beginning of the fiscal year, the ACPO develops the draft fiscal year training program plan based on requirements validated by the appropriate functional staff office/career program manager. The area civilian personnel training committee reviews the determinations of managers and supervisors and finalizes the draft fiscal year training program plan for meeting employee needs during the next year. The plan includes goals and objectives; identifies priorities; identifies specific programs and training for employees and supervisory, managerial, and career development needs; lists the resources and funds needed to support the plan; and includes evaluation requirements. The plan is submitted to the commander and coordinated with the resource manager of the organization identified in the training plan for written approval.

(2) Training priorities are as follows:

(a) Priority I. Training that must be completed during the fiscal year which is absolutely essential for mission accomplishment. This includes training required by law or higher authorities.

(b) Priority II. Developmental training. (Reference para 6a).

(c) Priority III. Training for employees, who are performing competently, to increase their efficiency and productivity. It would not be in the best interest of the Department of the Army or the public to defer the training. Most training falls in this category.

(3) The servicing ACPOs implement and administer the approved training program plans.

9. REQUIRED TRAINING PROGRAMS.

a. Employee orientation and job indoctrination. Employees will receive a general orientation by the ACPO at the time of employment. This orientation will be coordinated with the job indoctrination given by the immediate supervisor at the job site. The employee orientation should include the employee's responsibilities, information about the organization and its mission, the role of the ACPO, and other essential information concerning Federal employment and the employing activity. The job indoctrination should cover specific job and skill requirements and should provide information that will ensure the employee understands the job and the work environment and is thereby properly brought into the work force. EA Form 67 (Orientation Checklist -- US Citizen Employees) and EA Form 69EK (KN Orientation & Job Induction Checklist) will record the orientation and indoctrination.

b. Supervisory development.

(1) Civilian supervisors, both US and Korean, will complete a 40-hour required supervisory development program as soon as practicable but not later than 6 months after becoming supervisors. Additional supervisory training should be provided continually to develop the needed skills and knowledge.

(2) Military personnel with supervisory responsibilities over US civilian employees will attend the Civilian Personnel Management course within 2 months after assuming such duties.

(3) Military and US civilian supervisors who directly supervise Korean employees will complete the Introduction to Korean Supervision course as soon as practicable, but not later than 2 months after assuming such duties.

(4) US civilian supervisors who directly supervise military personnel will attend the Military Personnel Management course within 2 months after assuming such duties.

10. **MANAGEMENT DEVELOPMENT SYSTEM PROGRAM.** Consistent with Army policy and management development program objectives, management development system group members will receive management development training and educational and developmental assignments which assist them in meeting their current job responsibilities and which support future requirements. Specific policies, requirements, responsibilities, and procedures are contained in AR 690-400, Chapter 413.

a. The following categories of US citizen employees who are paid from appropriated funds are in the management development system:

(1) Managers (i.e., incumbents of managerial positions identified by ACPOs).

(2) Performance Management and Recognition System employees (i.e., incumbents of "GM" rather than "GS" positions).

(3) High-potential nonmanagers (i.e., individuals GS-12 and above identified by career program managers in coordination with ACPOs, IAW AR 690-400, Chapter 413).

b. Newly selected managers will be provided an opportunity to attend an appropriate management course to assist them in the transition to a managerial position.

c. Special attention will be given to the management training needs of managers who are assigned to new positions with additional job responsibilities.

d. The Personnel Management for Executives program will be offered through the DA Regional Training Center, West Coast Region. Both military (O-5 and above) and civilians (GM/KGS-13 and above) are eligible to attend. Those nominated must have responsibility for guiding the work of others.

11. **ON-THE-JOB TRAINING.** Supervisors are the most important resources in meeting employee training needs. They have the skills, knowledge, and abilities their subordinates must possess and, in this respect, are the best available resource for providing on-the-job training. Supervisors must develop specific written training plans for providing formal on-the-job training which assists employees in the performance of their assigned duties. Formal on-the-job training plans must specify objectives of the training, time to be spent on the training, and successful attainment of the objectives. Such training plans when completed will be filed in the employees' official personnel folders.

12. **FORMAL ON-SITE TRAINING.**

a. When a sufficient number of employees at one location have similar training needs, first consideration will be given to meeting those needs through formal on-site training in lieu of separate attendance at courses requiring expenditure of travel and per diem funds. Formal on-site training may be conducted by qualified personnel from the command or through a contract with an individual instructor or a training organization.

b. In sponsoring on-site training, staff offices are responsible for the following:

(1) Designating a point of contact within the sponsoring organization.

(2) Determining dates or timeframe for proposed course.

(3) Providing the name of the CONUS school instructor contact, the coordination, and the support before, during, and after the training courses.

(4) Final selection of participants, especially in cases where not all nominees may be accepted into the course.

(5) Providing a roster of selectees to servicing ACPOs, identifying individuals requiring TDY for attendance.

(6) Furnishing the servicing ACPO an afteraction report detailing problems, success, and recommendations. An evaluation of the course, to include critiques, if available, should be included.

13. CONUS RESIDENT TRAINING.

a. US and Korean civilian employees may attend Government and non-Government resident training programs in CONUS and be authorized TDY. In reaching decisions to support such training, the necessity, timeliness, and cost of the training; the availability and appropriateness of other sources of training; and the best interest of the Government will all be considered.

(1) The attendance at CONUS resident schools by US civilians should be encouraged in conjunction with renewal agreement travel.

(2) Korean employees who attend CONUS resident school must have a sufficient command of English necessary to benefit from training. English proficiency should be determined by supervisory/managerial personnel.

(3) Employees cannot be directed or allowed (voluntarily) to attend required training at their own expense.

b. Supervisors have an obligation to ensure that the skills and knowledge acquired by employees as a result of training are in fact used on the job. Supervisors should, whenever possible, use recently trained employees as instructors so that other employees may also benefit from their training.

c. Employees who completed CONUS resident courses are required to submit their training evaluation prepared on copy 9 of DD Form 1556 (Request Authorization Agreement and Certification of Training and Reimbursement) to their servicing ACPO. The report should evaluate the effectiveness of the course and make recommendations for considering participation by other employees in the future. The ACPOs will send copy 9 of DD Form 1556 to employees 60 days after completing the training course. Employees will complete copy 9 of DD Form 1556 and forward it through channels to the career program manager who will review and forward it to the ACPOs.

d. The ten-part DD Form 1556, along with EA Form 262 (Justification for Out-of-Country Training), will be submitted for CONUS training courses and should arrive at the servicing ACPO at least 90 days before the course starting date, if possible. Requested training should be fully justified, validated by the appropriate functional staff office/career program manager, and approved by the commander. The approved DD Form 1556 will be forwarded to the appropriate training agency only by the servicing ACPO/OCPD for space allocation and attendance at training. Quotas preallocated to career program managers will be allocated by the career program manager to employees in their functional program area. A supervisory request for training will be considered a firm commitment for the employee's release to accomplish the training.

14. TUITION ASSISTANCE AND TRAINING THROUGH NON-GOVERNMENT FACILITIES.

a. If needed training cannot be obtained through Government facilities or extension courses, it may be accomplished in local non-Government facilities when funds and spaces are available.

b. No employee will be assigned to training or permitted to enroll in a course in a non-Government training facility, regardless of course length, before the proper official grants approval in writing. Requests for approval after employees have enrolled or actually begun the training must be disapproved. An employee who enrolls in a non-Government training course without written prior approval is personally responsible for the total training cost.

c. The Commander, EUSA, has been delegated the authority to approve use of non-Government training facilities. This authority has been further delegated to the Civilian Personnel Director, EUSA. Requests for use of non-Government facilities for training will be submitted with full justification through the servicing ACPO to OCPD.

d. The following apply to training for promotion:

(1) An employee can be trained in non-Government facilities to fill a position by promotion when referral or positive recruiting in the area is not successful. Agreements in Federal Personnel Manual (FPM) Letter 338-9, dated 14 October 1980, and FPM Letter 338-10, dated 5 June 1981, apply.

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

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

e. Training which leads to an academic degree may be approved only when it can be clearly shown that enhanced employee knowledge, skill, and job performance, rather than the degree itself, are the primary motivation factors for obtaining the training.

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

(2) If the review of employee training records shows repeated approvals of training at non-Government facilities, the employee development specialists must determine if the training is leading to a degree. If it is, then the following will apply:

(a) The supervisor will be told training for the sake of a degree is prohibited.

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

(c) The training must be disapproved unless the training is fully justified.

(3) As a matter of general principle, training is to be given to meet identified needs and to serve the Government's interest. Training is not to be used solely to raise employees' general educational level or help them prepare for an academic degree, professional certificate, or occupational license. The employee development specialists must choose the best source for an employee's training. Sources of training, other than those requested for an employee, may be chosen if it is in the Government's interest.

(4) Acquiring essential qualifications for a new or changed position is the employee's responsibility, particularly when specific certification and licensure remain with the employee indefinitely. Employing activities may authorize expenses for essential training to improve employees' performance, but they must not permit use of or authorize training expense for non-Government facilities, equipment, machines, or supplies for courses designed to assist employees to obtain a certificate or license required as a condition of Federal employment. Such training may be conducted inhouse by the activity only if it is in the best interest of the US Government.

f. When a proposed unit of training in a non-Government facility will exceed 80 hours, an agreement to continue in the service of the Department of the Army must be completed by the employee before departure to the school. In computing length of continued service, the following rules apply:

(1) When costs include salary or pay and additional authorized training expenses, the length of obligated service will be three times the period of the training.

(2) Where only additional training expenses, but not salary or pay are involved, the length of time covered by the agreement will be one month or a period equal to the length of the training, whichever is the greater.

g. Civilian employees taking courses in non-Government facilities will be assisted in paying tuition IAW the following guidelines:

(1) All costs for training in non-Government facilities may be paid to the extent authorized by AR 690-400, Chapter 410, subchapter 6, when the training is justified in terms of improving skills and knowledge, improving ability to perform present duties or those in a planned future assignment, or directly supporting employee upward mobility.

(2) Some training in non-Government facilities may not be primarily for the benefit of either the Department of the Army or the employee but still sufficiently in the Army's

interest to warrant a DA contribution to help defray training costs. When training in a non-Government facility is related to a current job assignment and will enhance performance but is not essential for satisfactory performance, the employee may be reimbursed 50 percent of the tuition incident to the training, but not more than 50 percent.

(3) For training which is conducted by Korean universities, 100 percent of the prorated tuition cost plus 100 percent of the prorated cost of books required for the course, registration/enrollment fees, and other costs such as laboratory fees may be authorized when the need for training is justified by the employee's supervisor as necessary for performance of official duties. For example, W20,000 of tuition cost for one qualifying course will be reimbursed if the total required tuition is W100,000 for a term consisting of five courses. When training in Korean universities does not meet requirements of AR 690-400, Chapter 410, subchapter 6, subparagraph 6-8a, command assistance will be limited to 50 percent of the prorated tuition cost for an approved course, and the employee will be responsible for paying all other training costs.

(4) Training expenses incurred by the employee will be reimbursed only on satisfactory completion of the training. Therefore, the employee is required to submit necessary documents showing satisfactory completion of the training and paid receipts for training expenses. In the event of withdrawal from a course or receipt of a failing grade, tuition assistance will not be paid.

h. Requests for training in non-Government facilities and for tuition assistance will be made on DD Form 1556, along with EA Form 262-1 (Justification for Training under Tuition Assistance Program (Continuation Sheet of DD Form 1556)), and will be submitted to arrive at the appropriate servicing ACPO not later than 20 working days before the start of the course for approval by the ACPO.

(1) Supervisors will show the specific relationship between the course and the employee's work assignment and career progression to justify full or partial tuition assistance. The ten-part DD Form 1556 will be used to authorize and record training in non-Government facilities.

(2) Before authorizing training at a non-Government facility, an employee development specialist will determine that no adequate and reasonably available resource or facility exists within the Department of Defense or another Federal agency. The employee development specialists must document the determination on DD Form 1556. Government resources are not reasonably adequate or available to meet training needs if:

(a) The Department of Defense or the Department of the Army lacks the facilities and resources to provide the training;

(b) A program cannot be developed in time to meet the need; or,

(c) It would cost more in terms of time, distance, and other factors to use Government resources than to use those proposed.

i. On completing a course, an employee will submit to the servicing ACPO one copy of the certificate of satisfactory completion and the original and two copies of the receipt for payment of tuition issued by the school. The ACPO will prepare SF 1034 and a SF 1034a (Public Voucher for Purchases and Services Other Than Personal) and submit them to the appropriate finance officer for payment. On a case-by-case basis, approval for payment of fees at the beginning of a course may be granted.

15. SELECTED LONG-TERM TRAINING PROGRAMS.

a. A number of competitive or centrally administered long-term training opportunities are available annually. These programs afford means of ensuring that civilian managers are properly trained to carry out assigned duties. Among these programs are the Logistics and Acquisition Management Program (LOGAMP), Material Maintenance Development Program, the Transportation Management Development Program and others. These programs are announced annually by HQDA. Local career program managers and operating Civilian Personnel Office Training & Development branches are available to provide program administration, advice, and assistance. Consideration of candidates for these recurring programs should be planned well in advance of receipt of annual announcements from HQDA.

b. Nominations of employees who meet the criteria for long-term training programs will be reviewed by the area civilian personnel training committee and forwarded to the command

career program manager for action. The command career program manager will approve or obtain MACOM approval, as appropriate. The Individual Training and Education Plan must describe why the employee's training needs cannot be met by short-term training and how the newly acquired knowledge and skills will be used by the employee and the Department of the Army on completion of the training. Approved nominations will be forwarded to HQDA for review by a DA ad hoc committee for final selection.

c. Employees attending long-term resident training who devote time beyond the 40-hour week to study and/or perform research required by the curriculum should be advised that overtime pay is not permitted.

d. Administration of Leave.

(1) The employing activity will be responsible for administration of leave and maintenance of leave records.

(2) Before an employee departs, the employing activity should ensure that the maximum authorized accumulation of annual leave will not be exceeded by the end of the leave year and that arrangements are made for reporting/scheduling use of annual and sick leave during the long-term training.

(3) The use of annual leave should be adjusted to conform with the schedule of training.

(4) If the employee departs prior to the "effective date" indicated on the SF 50 (Notification of Personnel Action), the individual will be in an annual leave or leave without pay status.

(5) It is important that the office maintaining the time and attendance record is fully aware of recess periods at the training site. The selected employee will submit SF 71 (Application for Leave) to the employing activity for use of annual leave or leave without pay during recess periods prior to departure.

(6) No per diem is payable while the employee is in an annual leave or leave without pay status.

e. Employees taking long-term training in a Government or non-Government program must agree to continue in DOD service after completing the training. They must sign a written agreement before they are assigned for the training. The period of continued service will begin when training is complete. It must be three times the length of the training period. The format given in the sample agreement in AR 690-400, Chapter 410, appendix G, or DD Form 1556 will be used.

f. Employees in long-term training assignments cannot buy or rent clothing (such as college shirts, sweaters, cap, gown, or hood) or other personal items not directly related to the training from funds authorized for books and supplies.

16. **PROTECTION OF GOVERNMENT'S INTEREST.** Commanders of installations, chiefs of activities, and chiefs of HQ EUSA staff elements will ensure that the Government's interests are protected when an employee fails to complete training for which the command would otherwise pay all or part of the training expenses. This includes both Government and non-Government training.

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

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

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

b. Non-Government training.

(1) If an activity pays for training only when the training is completed or requires the employee to share the training costs, the activity will fully inform the employee in advance. In some cases, this information may be included in the continued service agreement. In any event, advance approval of such training is required.

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

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

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

17. CORRESPONDENCE COURSE PROGRAM.

a. DA Pam 351-20 describes training available to employees whose official duties or prospective duties require knowledge and abilities that can be gained through correspondence study. Nominating procedures are contained in the pamphlet.

b. Many commercial correspondence schools offer job-related and professional training at a moderate cost. If justified under provisions of AR 690-400, Chapter 410, subchapter 5, employees may be reimbursed for the cost of such training. Such training must be approved in advance.

18. ATTENDANCE AT MEETINGS.

a. Employees will generally be afforded time and opportunity to attend professional meetings as provided in the Joint Travel Regulation (JTR), Volume 2. The purpose and subject of such meetings, however, must be related to the primary duties of those who attend. Attendance at Government expense may be approved for any employee whose primary purpose in attending is one or more of the following:

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

(2) To provide information concerning the Department of the Army's work or functions to the meeting group in fulfillment of a public interest obligation.

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

b. The term "professional meeting" as used herein includes any meetings or conferences which are concerned with the functions or activities of the command or will contribute to improved conduct, supervision, or management of those functions or activities.

(1) Attendance at meetings and conferences within CONUS conducted by or on behalf of the Government requires approval or issuance of travel orders by the Chief of Staff, EUSA, or by individuals who are authorized to act for or in behalf of the Chief of Staff.

(2) Attendance at meetings and conferences within CONUS convened or sponsored by a technical, scientific, professional, or other similar private membership organization requires the personal approval of the Commander, EUSA, or an individual in the rank of colonel (06) or at grade level GS/GM-15 or above who is designated for that purpose. The approval may be indicated by actual signing of the travel orders or by attaching the original of an authenticated copy of the written authorization or approval to the DD Form 1610 (Request and Authorization for TDY Travel of DOD Personnel).

c. The installation commander or activity chief is responsible for obtaining any necessary clearance with the public affairs officer prior to an employee attending and participating in any meeting or conference conducted by a private or international organization. Security implications of attendance at all such meetings and conferences will be examined by the security officer as provided for in the JTR, Volume 2, and any other pertinent security regulations.

d. When attendance at a meeting or conference has been properly approved, travel and transportation will be authorized, and reimbursable expenses will be allowed IAW the JTR, Volume 2.

e. 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 at Government expense to attend meetings of organizations with which they may be associated. See AR 690-990-2, Book 630, policy on excused absences

for this purpose. Circumstances may not warrant either attendance at Government expense or absence without charge to leave. In these cases, employees may request leave.

f. The determination as to whether to use a "meeting" or a "training" authority in any individual situation will be made administratively by the activity or installation commander or responsible staff office chief. The primary criterion for determining whether attendance at conferences, seminars, and meetings is for the purpose of training is the existence of an organized instructional program of study with stated learning objectives to be reached by participants. Whenever a determination is made that the meeting is for the purpose of training, requests for attendance will be processed as a training nomination.

g. Employees will not be authorized to participate in conferences or meetings held in facilities that discriminate on the basis of sex, religion, national origin, race, or age.

19. EVALUATION OF TRAINING.

a. Training evaluation is an integral part of the total training process. Evaluation of training effectiveness is largely a matter of careful observation of employee performance during the posttraining period. A complete evaluation also elicits participants' views regarding issues of content, material, and presentation. Training evaluations are useful in providing a basis for improving training through additions, deletions, and other modifications to content, course material, and the training delivery system.

b. The ACPOs will ensure that participants complete EA Form 74EK (End-of-Course Critique of Training Course) for all command-centralized courses of 4 or more hours' duration. A follow-up evaluation for all authorized CONUS training, for training provided by non-Government facilities, and for command-centralized training courses will be completed by each participant and supervisor. The follow-up evaluation will be made on copy 9 of the ten-part DD Form 1556 or on EA Form 962EK (Evaluation of Training Course), as appropriate, and returned to the servicing ACPO within 60 days after completion of training.

c. Evaluation of long-term training programs will be accomplished IAW AR 690-400, Chapter 410, subchapter 10.

d. A written summary and evaluation of accomplishments made in the previous fiscal year training plan will be submitted by the ACPO to the local installation training committee not later than the 20th working day following the close of each fiscal year. A copy of the written summary and evaluation of accomplishments prepared by ACPOs and approved by the local committee will be forwarded to OCPD, ATTN: CPJ-LPM, APO 96301-0009.

20. TRAINING REPORTS.

a. The servicing ACPO will prepare an Annual Report of Training Activities, RCS 1056-OPM-AN, as of 30 September each year, which will be forwarded to OCPD, ATTN: CPJ-LPM, by 31 October. A consolidated report will be prepared by OCPD and dispatched to HQDA by 15 November. Specific reporting requirements are issued annually by the Office of Personnel Management in bulletin form.

b. Training of less than 4 hours' duration will not be reported. However, less than 4 hours of training provided in one quarter would be reported as "hours given" if the course is started in that quarter and is to be completed in the following quarter and is at least 4 hours long.

21. TRAINING RECORDS. The following forms and records will be used in connection with training activities:

a. DA Form 86 (Installation Training - Attendance and Rating Record) will be completed in duplicate by all instructors for all training conducted within activities. One copy of DA Form 86 will be forwarded through channels to the servicing ACPO within 5 workdays after completion of the training.

b. DA Form 87 (Certificate of Training) may be completed by the office conducting or sponsoring training that is 4 or more hours and is centrally conducted. This form will be presented to each individual satisfactorily completing the training. A certified copy of DD Form 1556 may be issued in lieu of DA Form 87, when appropriate.

c. DD Form 1556 serves as an individual record of training completed. When an employee completes training, the servicing ACPO will complete Item 31, Section F. The original for

all training in Government facilities and copy 3 for the tuition assistance program will be filed in the employee's official personnel folder. Completed copy 10 of DD Form 1556 will be forwarded to the appropriate career program manager for recordkeeping purposes.

d. When an employee is given a record of training by a training activity, the employee should forward a duplicate copy to the servicing ACPO through the immediate supervisor, requesting that the record of training be filed in the individual's official personnel folder.

The proponent of this regulation is the Office of the Civilian Personnel Director. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, EUSA, ATTN: CPJ-LPM, APO SF 96301-0009.

FOR THE COMMANDER:

GERALD P. STADLER
Major General, USA
Chief of Staff

OFFICIAL:

BARBARA F. KILLIAN
1LT, AG
Assistant Adjutant General

DISTRIBUTION:
A

SPECIAL DISTRIBUTION:
100 - OCPD
1 - ACOFS, J6, ATTN: FJ-O-OM-IS

APPENDIX A

LOGISTICS AND ACQUISITION MANAGEMENT PROGRAM

1. The Logistics and Aquisition Management Program (LOGAMP) is a two-track career development and staffing program in logistics and acquisition functions. This two-track system will provide broad-based experiential development for careerists who aspire to placement in multifunctional positions such as Chief Executive Assistant, Deputy Project Manager, Deputy of Industrial Operations, Director of Procurement, etc. The objectives of LOGAMP are:

a. To enhance the occupationally based knowledge, skills, and abilities of employees in LOGAMP-related career programs identified above.

b. To ensure that minimum-essential technical, managerial, and professional training and development are systematically provided employees so that they will acquire a broad multifunctional understanding of the total acquisition and logistics management process.

2. The LOGAMP covers career program employees in positions GS-5 and above in the occupational series of the following civilian career programs:

a. Supply.

b. Procurement.

c. Quality and Reliability Assurance.

d. Materiel Maintenance Management.

e. Engineers and Scientists (Nonconstruction).

f. Transportation.

3. The LOGAMP is comprised of:

a. Part I, Enhancement of Career Specialties. This part emphasizes the need for employees to develop multifunctional knowledge, skills, and abilities and the broad managerial base required by the logistics and acquisition management mission.

(1) Employees at intern level (GS-5-9) will receive an expanded orientation that includes the life cycle management process and logistics functions and introductory leadership training prescribed by the master intern training plan for their respective career programs. It should be noted that interns are expected to become technically proficient in one functional area before attempting to use the LOGAMP concept as a career broadening guide.

(2) Employees in grades GS-11 and above will receive at least one interfunctional training or development assignment recommended for their respective career programs.

(3) Employees in supervisory, managerial, and executive positions will receive training appropriate for their level of management.

b. Part II, LOGAMP Competitive Development. This part provides for the competitive selection of high-potential employees at the GS/GM-13-15 levels who will receive broad multidisciplinary training and developmental assignments involving the acquisition and logistics process. Those employees who apply, are selected, and successfully complete the training and the structured developmental assignments in this part of LOGAMP will produce a thoroughly developed source from which key LOGAMP positions at the GS/GM-14 and 15 and SES levels may be competitively filled.

c. Part III, Staffing Key LOGAMP Positions at the GS/GM-14 and 15 Levels. The LOGAMP elements (knowledge, skills, and abilities) will be provided to operating officials for use as major job elements in performance standards for key LOGAMP positions at the GS/GM-14 and 15 levels and for use in staffing those positions. Logistics management positions will be filled by the use of the Army-wide central referral system. Acquisition management positions will be filled by Army-wide vacancy announcements.

APPENDIX B

KOREAN NATIONAL OUTPLACEMENT PROGRAM

The Korean National Outplacement Program (KNOP) has been established in coordination with the Republic of Korea Government (ROKG), Ministry of Labor, to minimize the impact of civilian manpower reductions on the current work force.

a. The primary purpose of the program is to afford surplus Korean national employees continued employment with USFK to the maximum extent possible and to equip them, when necessary, with additional skills which will assist them in obtaining jobs in local industry.

b. The KNOP objectives include:

(1) Vocational training to develop additional skills of excess employees to prepare them for new job opportunities on the Korean economy when their services with USFK are terminated.

(2) Outplacement of excess Korean employees faced with reduction in force (RIF) in other organizations within USFK and the local economy.

c. USFK will furnish facilities, equipment, and supplies for the conduct of training. The ROKG Ministry of Labor will provide funds for payment of vocational training instructors.

d. Chief, Labor Performance Management Division, OCPD, is appointed as the USFK KNOP Liaison Officer.

e. Each ACPO will appoint an individual to serve as an area KNOP liaison officer.

f. KNOP vocational training will be conducted during off-duty hours.

g. An annual KNOP vocational training needs survey will be conducted as follows:

(1) The area KNOP liaison officer will conduct a survey to determine training needed for the coming calendar year and submit the results to the OCPD before 1 October of each year for validation and submission to the ROKG Ministry of Labor for approval and programming of funds for instructors.

(2) The survey must address training requirements for Korean employees who may face RIF during the next 12 to 18 months. Commanders should identify employees and organizations that may be affected by reorganizations, technological changes, and contracting-out of work which may cause employees to become surplus. Employees who are scheduled for RIF will be given first priority in programming and scheduling of vocational training.

(3) The survey will be restricted to those skills which will help assure employees that they have an opportunity to be placed in other employment. In addition, sponsoring activities must be able to provide facilities, equipment, supplies, and monitors to support requested KNOP vocational training.

(4) A minimum of 25 students should be identified in each class for conduct of training. Exceptions will be coordinated with the ROKG Ministry of Labor by OCPD.

h. Area KNOP liaison officers will be notified by OCPD of approved vocational training courses and funds allocated to each area for payment of vocational training instructors.

i. Procedures for conducting KNOP vocational training are as follows:

(1) The area KNOP liaison officer will coordinate with appropriate management officials for arranging facilities, equipment, and supplies, within available command capability, to support approved KNOP vocational training. The area KNOP liaison officer will also, in coordination with the local branch office of the ROKG Ministry of Labor, arrange for qualified vocational training instructors.

(2) The following documents will be forwarded to OCPD 4 weeks prior to course starting date for submission to the ROKG Ministry of Labor for clarifying an instructor's qualifications:

(a) Instructor's resume.

(b) A copy of the instructor's certificate or license.

(c) A list in English and Korean of students scheduled to attend the course.

(3) Only those instructors approved by the ROKG Ministry of Labor will conduct the training.

(4) Employees will be informed, prior to attendance, that on completion of the course they are required to apply for and take the certification test conducted by the testing agency.

(5) A list of students completing the course will be submitted to OCPD 2 weeks prior to course completion date for forwarding to the ROKG Ministry of Labor.

(6) Request for instructor payment, including two copies of the completed instructor's time sheet and students' attendance records will be forwarded to OCPD, ATTN: CPJ-LPM, to arrive not later than 10 days following the course completion date. The instructor's timesheet and students' attendance records will be carefully reviewed for correctness and accuracy before submitting to OCPD.

(7) A change will not be made to the approved plan without prior approval from OCPD. A written justification will be submitted to OCPD, ATTN: CPJ-LPM, for any change to the approved plan.

(8) A copy of the certificate showing completion of the vocational training course will be filed in each employee's official personnel folder.

(9) The area KNOP liaison officer will monitor the vocational training class to ensure that training is conducted as scheduled, students' attendance records are properly maintained, and the training site is secured.

(10) The area KNOP liaison officer will develop procedures to ensure that students' attendance records are accurate.

(11) In the absence of the area KNOP liaison officer, the civilian personnel officer will designate a person within the servicing ACPO as acting area KNOP liaison officer.

(12) Premium pay for area KNOP liaison officers to monitor vocational training should be limited to essential needs IAW AR 570-4.

(13) The area KNOP liaison officer will coordinate with the appropriate local branch office of the testing agency or the ROKG Ministry of Labor for administering a skills certification test after completion of vocational training.

(14) The area KNOP liaison officer will submit the completed application forms prepared by the employees to the appropriate testing agency. The officer will notify employees of testing date, time, location, and other information necessary.

(15) The area KNOP liaison officer will report to OCPD the result of the skills certification test to include title of skills test, number of persons passed, number of persons failed, and name of instructor conducting the skills training.

(16) Employees who have passed the skills certification test will submit a copy of the ROKG skills certificate or license to the area KNOP liaison officer for inclusion in their official personnel folders.

(17) When any KNOP training is being conducted, the area KNOP liaison officer will prepare and submit monthly KNOP progress reports prepared on EA Form 541-R (Korean Nationals Outplacement Program (KNOP) Progress Report) (RCS CPJ-4) to OCPD within 5 workdays following each month. (A reproducible copy of this form is at p. B-3. It may be locally reproduced on 8 1/2- by 11-inch paper.)

KOREAN NATIONALS OUTPLACEMENT PROGRAM (KNOP) PROGRESS REPORT (EUSA REG 690-5)	REQUIREMENT CONTROL SYMBOL CPJ-4

TO: OFFICE OF THE CIVILIAN PERSONNEL DIRECTOR ATTN: CPJ-LPM APO 96301-0009	FROM:	DATE

1. VOCATIONAL TRAINING PROGRAM

a. Training Courses in Session:

SUBJECT	HOURS	NO. OF STUDENTS	TRAINING PERIOD		REMARKS
			FROM	TO	

b. Training Courses Completed:

SUBJECT	HOURS	NO. OF STUDENTS	CY CUMULATIVE NUMBER	REMARKS

2. OUTPLACEMENT ACTION

ACTION TAKEN	NUMBER	CY CUM NO.
No. Placed Within USFK		
No. Placed Outside USFK		
No. of Firms or Org Contacted		

3. TUITION ASSISTANCE PROGRAM

SUBJECT	ENROLLED	COMPLETED	CY CUM NUMBER

4. CERTIFICATION AND LICENSING PROGRAM

JOB CATEGORY	NO. TESTED	NO. PASSED	CY CUMULATIVE	
			TESTED	PASSED

5. PREMIUM PAY RECEIVED BY KOREAN NATIONALS OUTPLACEMENT PROGRAM (KNOP) LIAISON OFFICER IN MONITORING VOCATIONAL TRAINING

PREMIUM PAY HOURS REQUIREMENTS	PREMIUM PAY HOURS RECEIVED	AMOUNT

6. COMMENTS:

TYPED NAME OF THE KNOP LIAISON OFFICER	TYPED NAME AND SIGNATURE OF THE ACPD AUTHORITY

EA 1 FORM DEC 87 541-R

APPENDIX C

REFERENCES

Section I. REQUIRED REFERENCES

AR 10-20 (Civilian Personnel Administration). Cited in subparagraph 5a.

AR 215-3 (Personnel Policies and Procedures). Cited in subparagraph 6h.

AR 570-4 (Manpower Management). Cited in appendix B.

AR 690-200, Chapter 250 (Personnel Management in Agencies). Cited in paragraph 5.

AR 690-400, Chapter 410 (Training). Cited in paragraph 2 and subparagraphs 6i, 6j, 7a, 14g(1), 14g(3), 15e, and 17b.

AR 690-400, Chapter 413 (Management Development). Cited in paragraph 10 and subparagraph 10a(3).

AR 690-990-2 (Hours of Duty, Pay and Leave, Annotated). Cited in subparagraph 18e.

DA Pam 351-20 (Army Correspondence Course Catalog). Cited in subparagraph 17a.

FPM Letter 338-9, dated 14 October 1980. Cited in subparagraph 14d(1).

FPM Letter 338-10, dated 5 June 1981. Cited in subparagraph 14d(1).

JTR, Volume 2. Cited in subparagraphs 18a, 18c, and 18d.

Section II. RELATED REFERENCES

AR 690-950-1 (Career Management).

DA Pam 351-4 (US Army Formal Schools Catalog).

DA Pam 690-23 (Catalog of Civilian Training Programs Centrally Administered by Headquarters, Department of the Army, Civilian Personnel Center).

DOD 5010. 16-C (Defense Management Education and Training Catalog).

FPM, Chapter 410 (Training).

FPM, Chapter 412 (Executive, Management, and Supervisory Development).

USFK Reg 690-1 (Regulations and Procedures - Korean Nationals).