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Civilian Personnel

TRAINING AND DEVELOPMENT

***This regulation supersedes Eighth Army Regulation 690-5, 17 December 1987.**

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Summary. This regulation establishes policies and procedures for implementing Civilian Personnel Training and Development programs.

Summary of Changes. This regulation has been substantially changed and a full review of its contents is required.

Applicability.

a. This regulation applies to US and Korean National (KN) civilian employees of Eighth United States Army (Eighth Army) activities, employees of other activities under common servicing agreements or interservice support agreements who are paid from appropriated funds.

b. This regulation also applies to military supervisors, managers, and executives who supervise civilian employees.

c. The policies, principles, limitations, and guidance relating to training in this regulation and as expressed in AR 690-400, Chapter 410, apply to Army nonappropriated Fund (NAF) employees as well. Non-Eighth Army organizations are responsible for career program management training and for funding their employees' training.

Forms. AK forms are available at http://8tharmy.korea.army.mil/g1_AG/Programs_Policy/Publication_Records_Forms.htm

Supplementation. Supplementation of this regulation and issuance of command and local forms by subordinate commands is prohibited without prior approval obtained from Headquarters (HQ) Eighth Army, Directorate of Human Resources Management (DHRM), Unit #15236, APO AP 96205-5236.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2 (the Army Records Information Management System (ARIMS)). Record titles and descriptions are available on the ARIMS website at <https://arims.army.mil>.

Suggested Improvement. The proponent of this regulation is the HQ, Eighth Army, DHRM. Users may suggest improvements to this regulation by sending a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to DHRM, Eighth Army, Unit #15236, APO AP 96205-5236.

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Chapter 1

General

1-1. Purpose

This regulation prescribes policy and requirements for the training and development of US and Korean civilian employees.

1-2. References

Required and related references are listed in appendix.

1-3. Explanation of Abbreviations and Terms

Abbreviation and terms are explained in the glossary.

1-4. Policy

a. Training is a key component work. Management must provide with employees the training necessary for carrying out their official duties. Therefore, it is management, not the employee that determines the need for training. Training is not a right or fringe benefit of employment. Management will continuously review training needs and employ appropriate training practices to raise the level of employee performance and to meet present and anticipated needs for administrative, technical, clerical, professional, and managerial skills.

b. There should be a relationship between the knowledge, skills, and abilities the training is intended to provide and an employee's lawfully assigned duties. Employees may be assigned to the training associated with their current duties or anticipated duties related to the mission of the agency. 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. 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 disability. Affirmative actions will be taken to ensure that qualified women, members of minority groups, and the disabled are given opportunities for training on an equitable basis.

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 accordance with (IAW) the employee's official duties and, to the extent possible, will be IAW 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 (OPM) 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 program 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, subchapter 6-2 and 6-3, Eighth Army 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, subchapter 6-2 and 6-3, Eighth Army may pay all costs for approved training in non-Government facilities if the training is justified.

k. The legal purpose of training is to improve individual and organizational performance and to assist in achieving the agency's mission and performance goals.

Chapter 2 Responsibilities

2-1. Commanders of installations, chief of activities, and chiefs of HQ, Eighth Army staff elements will --

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

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

c. Participate in the training program by making qualified personnel available, when appropriate, to serve as instructors and by providing facilities, when available, for training employees.

d. Ensure that resources are available to support training and development programs.

e. Approve or disapprove requests for out-of-country training.

f. Ensure all mandatory training is accomplished in a timely manner.

g. Provide adequate facilities and equipment for the efficient and cost effective delivery of training programs.

h. Designate key US or Korean personnel as unit training coordinators, if needed.

i. Ensure unit training coordinators have appropriate access to Defense Civilian Personnel Data System (DCPDS) to enter training completion data.

2-2. Chiefs of HQ Eighth Army staff elements/career program managers will --

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

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

c. Control allocation of quotas, both for in country training and allocated Continental US (CONUS) resident courses, within their functional purview.

d. Fund on-site training in their functional program area using the appropriate Army Management Structure (AMS) code.

2-3. The DHRM Director, Eighth Army, will --

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

b. Announce the Department of the Army (DA) or the Department of Defense (DOD) or other schools sponsored short-term training (STT) and long-term training (LTT) programs, review and forward training applications to the appropriate DA or DOD or other school training officials.

c. Request reimbursement from the Ministry of Labor (MOL), Republic of Korea Government (ROKG), for training of Korean employees conducted by Civilian Personnel Advisory Centers (CPAC), Civilian Human Resources Agency (CHRA), Far East Region, Eighth Army or other Army activities.

(1) CHRA, Far East Region and CPAC will forward records of prior approval of the servicing branch office of the MOL, ROKG, to DHRM for requesting reimbursements.

(2) Upon forwarding a reimbursement request to the MOL, the DHRM will provide the supporting records (i) to the Chief of the 175th Financial Management Center, General Support Branch (GSB) for appropriated fund (AF) employees, and (ii) to the Chief of 175th Financial Management Center, Central Accounting Office (CAO) for NAF employees. The GSB or CAO, as applicable, will then create the account receivable and prepare the DD Form 1131, Cash Collection Voucher (CCV). The CCV will contain the fund citation of the related SF 182. Then, when the responsible office (GSB, or CAO) receives the funds from the MOL, that office will take the funds (or if applicable, the evidence that the funds were received via electronic funds transfer) and the supporting records to the 176th Finance Company Disbursing Office.

2-4. Regional Director, CHRA, Far East Region, will --

a. Develop administrative processes, procedures and guidance for Far East Region - wide Human Resources Development (HRD) program.

b. Conduct regional training needs surveys and develop an annual training plan for CHRA, Far East Region sponsored courses.

- c. Develop and market regional HRD plan.
- d. Procure and execute regional training plan and evaluate courses conducted.
- e. Ensure training records are updated in the DCPDS for Regional courses.
- f. Evaluate the effectiveness of HRD accomplishments within the region.
- g. Prepare regional training reports, if necessary.
- h. Provide professional HRD advisory services to CPAC.
- i. Serve as the single source of the Army Training Requirements and Resources System (ATRRS) processing for civilian training for Eighth Army. Enter training requests or survey results into the ATRRS to obtain and allocate training quotas as required.

2-5. CPAC Directors will --

- a. Provide professional advisory services to management concerning determination of training needs, identification and procurement of training resources, and availability of training.
- b. Assist organizations with assessment of training needs, and report those needs on the annual Korea region training needs survey.
- c. Conduct civilian personnel management training for newly assigned military and civilian supervisors.
- d. Facilitate, coordinate, and conduct local training courses as necessary.
- e. Review training nominations to ensure prerequisites are met, training has not been taken before, and that regulatory requirements have been met.
- f. Coordinate with HRD Division (HRDD), CHRA, Far East Region, regarding installation/activity training requirements, budget, and delivery of training courses.
- g. Obtain DA, DOD, and other Federal agency and non-Government school quotas as requested by commanders, functional staff offices and Eighth Army command/activity career program managers.
- h. Evaluate training plan accomplishments and enter completion of training into DCPDS.
- i. Provide on-the-job orientation to employees new to the organization.
- j. Maintain records and report training as required by higher headquarters.
- k. Serve as liaison between managers and CHRA, Far East Region, HRDD.

2-6. Managers and supervisors will --

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

- b. Ensure that new civilian employees receive proper orientation in their jobs.
- c. Identify training needs, plan training activities, and program class attendance to satisfy employee and organizational training needs.
- d. Accomplish job-related training as planned.
- e. Provide training opportunities that best serve the needs of the organization and lead to the career goals of the individual.
- f. Budget funds and/or other resources to meet identified training needs.
- g. Ensure mandatory training requirements are met.
- h. Evaluate training effectiveness in terms of increased individual job competence and efficiency.
- i. Approve training requests where authority has been delegated.
- j. Counsel employees on career development
- k. Maintain continued service agreement (obligation) documents.
- l. Provide training completion data to CPAC or CHRA, Far East Region.
- m. Develop an employee's Individual Development Plan (IDP).

2-7. Unit training coordinators will –

- a. Communicate/coordinate training information between management, employees, and CPAC.
- b. Provide supervisors/employees with timely training information, instructions, assistance with sources, resources, and nominations.
- c. Coordinate organization annual training needs survey with CPAC.
- d. Manage organization space allocations/funding.
- e. Assist with administration of onsite courses.
- f. Coordinate substitutions/cancellations.
- g. Verify/certify training bills for payment.
- h. Maintain organizational suspense files for training/follow-up evaluations.
- i. Provide training completion data to CPAC or CHRA, Far East Region if necessary and enter training completed into DCPDS for their assigned employees.

2-8. Employees

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:

- a. Devising a pattern for broadening their background in pursuit of career goals.
- b. Assessing their background and potential against specific or general goals.
- c. Communicating their interests and desires for study and other developmental activities to their supervisors.
- d. Consulting with human resources specialists in the CPAC for professional direction and guidance.
- e. Applying to the work situation the knowledge, skills, and techniques acquired through training.

Chapter 3 Training Committee

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. The establishment of a training committee is optional, but recommended for activities with 300 or more civilian employees. A committee serves to legitimize training plans and build support for the investment of training funds.

Chapter 4 Determining Needs and Planning Training

4-1. Training Needs Determination

- 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.

4-2 Annual Training-Needs Surveys

- a. Each activity will conduct a survey IAW instructions issued by the CHRA, Far East Region determine training needed for the coming fiscal year and report identified training needs to the CHRA, Far East Region through the servicing CPAC.

b. Requirements for centralized training courses of 8 or more hours' duration conducted in country by Eighth Army activities or other activities serviced by the CHRA, Far East Region and CPAC will be submitted by specific course title. Estimated costs will be reported for civilian employees requiring travel allowances and per diem for attendance.

c. 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.

4-3 Review of Training Requirements

a. Human Resources Specialists at the servicing CPAC will review training requirements submitted by supervisors for completeness and eligibility requirements, review nominations for Continental US (CONUS) resident school courses for adherence to published prerequisites, ensure training has not been taken before and that regulatory requirements are met, and review for the correctness and completeness of justifications and supporting documentation. These specialists will review the current IDP developed by the supervisor in the case of career program employees or Korean employees in career series, and forward the training nomination with the IDP to the Eighth Army command/activity career program manager for review and recommendation, i.e., a nomination for Functional Chief Representative (FCR) Competitive Professional Development (CPD) and STT individual career program opportunities documented in the respective Army Civilian Training, Education, and Development System (ACTEDS) Plan in AR 690-950, Career Management, and ACTEDS Training Catalog online at <http://cpol.army.mil/library/train/catalog>.

b. The CPD program is defined as functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI), and/or planned developmental assignments that have been documented in the respective ACTEDS Plans.

c. The STT for FCR sponsored is 120 calendar days or less. Training instances may include, but are not limited to, professional workshops, seminars, and university classes. Attendance at workshops and seminars must have a demonstrated training purpose and be documented in each respective ACTEDS Plan.

4-4 Development of Training Program Plan

a. Prior to the beginning of the fiscal year, the CHRA, Far East Region develops the fiscal year training program plan for CHRA, Far East Region sponsored courses based on requirements submitted by the servicing CPAC. 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.

b. Training priorities are as follows:

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

(2) Priority II. Training must be needed for effective performance and to improve the quality of mission accomplishment. It is recommended that training mandated or specified in an approved training plan for enhancement of performance resulting in the improvement in the quality of mission accomplishment should be completed within a specified time period.

(3) 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 DA or the public to defer the training. Most training falls in this category.

c. The CHRA, Far East Region implements and administers the CHRA, Far East Region sponsored annual training program plan.

Chapter 5 Required Training Programs

5-1. Employee Orientation and Job Indoctrination

a. Employees will receive a general orientation by the CPAC at the time of employment and the job indoctrination 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 CPAC and other essential information concerning Federal employment and the employing activity. Special emphasis will be placed on the Table of Standard Penalties covering disciplinary actions up to removal for misconduct and Equal Employment Opportunity Policy Letters.

b. 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.

5-2. Local Supervisory Development

a. Civilian supervisors who directly supervise US civilian employees will complete a 40-hour Human Resources Supervisors course as soon as practicable but not later than six months after becoming supervisors. In addition, the US supervisors are required to complete the DA web based SDC within six months but no later than 12 months after placement in a supervisory position.

b. Military supervisors who directly supervise US civilian employees will complete a 40-hour human resources supervisors course as soon as practicable but not later than six months after becoming supervisors.

c. KN supervisors who directly supervise KN employees will attend supervisory development program as soon as practicable but not later than six months after becoming supervisors.

d. 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 three months after assuming such duties.

e. US civilian supervisors who directly supervise military personnel will attend the Military Personnel Management course within three months after assuming such duties.

Chapter 6

Civilian Leader Development Training - Civilian Education System

6-1. Civilian Leader Development

The Army has the responsibility for the development of civilian leaders. The Army is committed to the training, education and development of civilian leaders. This will ensure they have the necessary competencies and confidence to effectively operate in a complex and challenging 21st Century national security environment.

6-2. The Civilian Education System (CES) Program

a. CES program is a structured, progressive and sequenced leader development program that provides enhanced leader development and education opportunities for Army civilians throughout their careers. It provides the Army Civilian Corps self-development and institutional training (leader development) opportunities to develop leadership attributes through a blend of Distance Learning (DL) and resident training.

b. The CES is composed of eight leader development courses. Four of the courses replace the previous inventory of civilian leader development legacy courses offered for Army civilians. The four courses are the Foundation Course, Basic Course, Intermediate Course, and Advanced Course. Other CES leader development courses include the Action Officer Development Course, the Supervisor Development Course, Manager Development Course, and Continuing Education for Senior Leaders. Korean employees are also eligible for the CES program.

6-3. CES Courses

a. Foundation Course (FC) is a DL web course required for all interns, team leaders, supervisors and managers hired after 30 September 2006. Interns are required to complete the FC before completion of the intern program. The FC is available to all of the Army Civilian Corps for self-development.

b. Basic Course (BC) is a combination of DL web and two-week resident course. This is a required course for all Army civilians newly assigned as team leaders or to supervisory or managerial position. The BC must be completed within one year from placement to a supervisory or managerial position unless they have received credit for successful completion of substitute courses and/or experience. Employees must have successfully completed the FC before attending the BC.

c. Intermediate Course (IC) is a combination of DL web and three-week resident course. It is a required course for all Army civilians in a permanent appointment to a supervisory or managerial position. The IC must be completed within two years from placement in a supervisory position unless they have received credit for successful completion of substitute courses and/or experience. Employees must have successfully completed the FC and BC before attending the IC or have BC course/experience substitution.

d. Advanced Course (AC) is a combination of DL web and four-week resident course. It is a required course for all Army civilians in a permanent appointment to a supervisory or managerial position at GS-13 and above or comparable pay band. The AC must be completed within two years from placement in a supervisory or managerial position.

e. Action Officer Development Course (AODC) is mandatory for all interns and they are required to complete the AODC prior to graduation. It is available as a self-development tool for all

Army civilians promoted/appointed to a journeyman level position in a two-grade interval professional and administrative job series. It is strongly recommended that they enroll in the AODC within 30 days and complete the course within six months after appointment/promotion to such a position.

f. Supervisor Development Course (SDC). US employees in supervisory and managerial positions are required to complete the DA web based online SDC within six months but no later than 12 months after placement in a supervisory or managerial position. The SDC is available to all Army employees as a self-development tool through the Army DL Program. It is highly recommended for supervisors or managers to complete the SDC before enrolling in any of the CES resident courses. The SDC is officially recommended training for all team leaders. Military personnel who supervise civilian employees are also required to complete this course within six months but no later than 12 months after their assignment to a position where they are required to supervise civilians.

g. Manager Development Course (MDC) is available as a self-development tool for all Army employees and is recommended for all civilians in supervisory or managerial positions before attending the resident Advanced Course. The term "manager" means supervisors of supervisors and managers of programs, resources and/or policy.

h. Continuing Education for Senior Leaders (CESL) is a continuing education sustainment program to bring senior civilians together to discuss current and relevant issues facing the Army. The CESL is conducted through blended learning – DL and four and a half days resident training

6-4. CES Training Applications and Course Credit

a. The CHRA, Far East Region will publicize the fiscal year (FY) CES program. Employees may apply for any CES program after they obtain approval from their respective supervisor. Space allocation will be directly made to the employee who applied for a course. Instructions for CES training application are available in the Civilian Human Resources Training Application System (CHRTAS) on line at <https://www.atrrs.army.mil/channels/chrtas/student>.

b. The CHRA, Far East Region will appoint the CES quota manager to manage and distribute class seats to selected applicants in coordination with DHRM.

c. In the event that there are more Eighth Army applicants than allocated CES quotas, DHRM will convene a selection panel to rate and rank applicants. In this case, employees are required to submit a copy of their resume, statement of interest, and supervisory ratings to DHRM for review. The applicants garnering the highest number of points will be selected to attend training. Applicants who applied but are not selected for training will need to reapply for the next available training course. Applications submitted after Eighth Army suspense will not be reviewed by the selection panel.

d. Army CES Course Credit. Constructive credit may be granted to individuals in lieu of CES course completion based on duty-assignment history and past academic experiences. Employees requesting constructive or equivalent credit will access the CHRTAS online at <https://www.atrrs.army.mil/channels/chrtas/student> for instructions.

6-5. The Senior Service College (SSC) and Defense Senior Leader Development Program (DSLDP)

a. The SSC is a ten-month program designed to prepare selected military, civilian, and

international leaders to assume strategic responsibilities in military and national security organizations. DA civilian employees at GS-14/15 or comparable pay band are eligible to apply for the SSC. The SSC provides advanced level educational opportunities for those who have completed CES training through the Advanced Course or equivalent training. Attendance is a competitive process and HQDA makes selections. DHRM will announce the SSC program upon receipt from DA or as necessary.

b. The DSLDP is a two-year non-resident training program designed for individuals leading high performing organizations and programs. These individuals have the potential and motivation to take on more responsible senior leadership positions across the enterprise within the next few years. Army civilians at GS-14 or 15 or comparable pay band are eligible for the DSLDP. DHRM will announce the DSLDP upon receipt from DA or as necessary.

Chapter 7

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 resources 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 identify successful attainment of the objectives.

Chapter 8

Formal On-Site Training

8-1. On-site Training Determination

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.

8-2. Responsibilities of Staff Offices

- a. Designate a point of contact within the sponsoring organization.
- b. Determine dates or timeframe for proposed course.
- c. Provide the name of the CONUS school instructor contact, the coordination, and the support before, during, and after the training courses.
- d. Final selection of participants, especially in cases where all nominees may not be accepted into the course.
- e. Provide a roster of selectees to the servicing CPAC for information.
- f. Furnish an after action report detailing problems, success, and recommendations to the chain of command and instructors who conducted the on-site training. An evaluation of the course, including critiques, if available, should be included.

Chapter 9 CONUS Resident Training

9-1. CONUS Training Needs and Supervisor's Obligation

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, cost, availability, appropriateness of training sources and the best interest of the Government will all be considered.

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

c. 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.

d. 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.

9-2. CONUS Training Requests and Evaluation

a. The SF 182 (Authorization, Agreement and Certification of Training) will be submitted for CONUS training courses and should arrive at the servicing CPAC at least 90 days before the course starting date. Requested training should be fully justified, validated by the appropriate functional staff office/career program manager, and approved by the commander or designated officials. The approved SF 182 will be forwarded to the appropriate training agency by the CPAC/CHRA, Far East Region/DHRM 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.

b. Employees who completed CONUS resident courses are required to complete their training evaluation, EA Form 962EK-E (Evaluation of Training Course). The report should evaluate the effectiveness of the course and make recommendations for participation by other employees in the future. Employees will complete the evaluation form 60 days after completing the training course and forward it through channels to the appropriate career program manager who will review and forward it to the CPAC.

Chapter 10

Tuition Assistance and Training through Non-Government Facilities

10-1. Assignment to Non-Government Training Facilities

a. If needed training cannot be obtained through Government facilities or DL 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. If required, an agreement to continue in service must be completed before an employee is assigned to the training.

10-2. Approval of Use of Non-Government Facilities

a. The Commander, Eighth Army, has been delegated the authority to approve use of non-Government training facilities. This authority has been further delegated to the Civilian Personnel Director, DHRM, Eighth Army.

b. Requests for use of non-Government facilities for training for US employees will be submitted to DHRM with full justification through the servicing CPAC. The servicing CPAC will corroborate management's justification, which should cover, at a minimum, the quality of curriculum, faculty, equipment, and safety of facilities.

c. Each CPAC is delegated the authority to approve use of non-Government training facilities for Korean employees only. The servicing CPAC will review requests for use of non-Government facilities to determine the appropriateness of the facilities, e.g., the quality of curriculum, faculty, equipment, and safety of facilities.

10-3. Academic Degree Training

a. The Assistant Secretary of the Army, Manpower and Reserve Affairs (M&RA), HQDA, has sole authority for approving Academic Degree training. Academic degree training is defined as training or education with the stated objective of obtaining an academic degree. The academic degree must be related to the performance of the employee's official duties. Regardless of the funding source, the Assistant Secretary of the Army (M&RA) is the only official with the authority to approve training taken for the purpose of obtaining an academic degree.

b. Employees submitting requests for degree program must submit their application packages through the servicing CPAC to DHRM at least 90 days before the course starting date. Application forms that must be prepared are available in the online ACTEDS training catalog.

c. Continued service agreements are required. Generally, the employee must agree to serve three times the length of training paid for and/or attended while in a pay status, during hours of normal scheduled tour of duty.

d. Endorsement from the Eighth Army Commander is required.

10-4. Agreements to Continue in Service

a. When a proposed unit of training in a non-Government facility will exceed 80 hours; and, Government or non-Government long-term training and education programs in excess of 120 calendar days, an agreement to continue in the service of the DA must be completed by the employee before assignment to the training or departure to the school. In computing length of continued service, the following rules apply:

b. 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, commencing upon completion of the training.

c. 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 greater.

d. Approving officials will retain a copy of each signed agreement and monitor execution of the obligation period.

10-5. Payment of Training in Non-Government Facilities

a. 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.

b. Some training in non-Government facilities may not be primarily for the benefit of either the DA 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.

c. 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, 1,000,000 won of tuition cost for one qualifying course will be reimbursed if the total required tuition is 5,000,000 won 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.

10-6. Submission of Non-Government Training Requests

a. Requests for training in non-Government facilities and for tuition assistance will be made on SF 182 and will be submitted to arrive at the appropriate servicing CPAC not later than 20 working days before the start of the course for review by the CPAC.

b. 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 SF 182 will be used to authorize and record training in non-Government facilities.

c. Before authorizing training at a non-Government facility, a human resources specialist will determine that no adequate and reasonably available resource or facility exists within the DOD or another Federal agency. The human resources specialists must document the determination on SF 182. Government resources are not reasonably adequate or available to meet training needs if:

- (1) The DOD or DA lacks the facilities and resources to provide the training;
- (2) A program cannot be developed in time to meet the need; or,
- (3) It would cost more in terms of time, distance, and other factors to use Government resources than to use those proposed.

10-7. Approval of Non-Government Training Requests

a. All Eighth Army major command staff principals, major subordinate commanders, installation commanders, and activity chiefs may delegate the authority to approve non-Government training of up to 120 days or less to key civilian managers who are at least second level supervisors (supervisors of supervisors). Delegation of this authority will be made to the individual line managers in writing and the following action must be taken:

b. Managers authorized to approve non-Government training must be trained by the CPAC in the proper procedures and their responsibilities before being delegated the authority to approve non-Government training.

c. The CPAC will conduct periodic post audits of any approvals under the delegated authority.

d. The CPAC must maintain records of approvals.

e. Section B, Block 18 of SF 182 may be used to record the intent of training or a brief justification.

10-8. Equipment Operator Training of KN Employees and Professional Credentials for Army Employees

a. Payment of equipment operator training of Korean employees required to obtain necessary ROKG licenses may be authorized by commanders or activity chiefs or their designated officials if it meets the needs of the position under this program. The needs of the position must be documented. If the equipment operating duties have been newly assigned, either as a major duty or an incidental duty, and the employees are required to operate additional equipment, those duties should be included in their position description, and the new position, along with the new qualification requirements, established. Placement in the new position would require the ROKG license appropriate for the position.

b. The servicing CPAC is delegated authority for approving payment of expenses to obtain professional credentials for Army civilian employees. Approval may be made when funding permits and it enhances the job performance of employees in support of Army mission and goals. Funding will normally be a unit responsibility. The DCPDS must be used to record payments made pursuant to this authority. CPAC will advise employees to submit their requests with complete documentation, including a recommendation by their commander, to the servicing CPAC. The

servicing CPAC will review and approve payment requests in complete compliance with pertinent DOD policy and Army requirements.

10-9. Advanced Payment of Tuition and Reimbursement

a. Advanced payment of tuition and other fees for training in non-Government facilities is authorized for employees serviced by the CPAC and CHRA, Far East Region. The method of payment of training in non-Government facilities up to and including \$25,000 is the Government Purchase Card (GPC). The MOL, ROKG, will reimburse the 175th Financial Management Center for partial training costs of Korean employees attending a course in a non-Government training facility.

b. Request for training in non-Government facilities and advanced tuition assistance will be made on SF 182 with funds citation in Section C, Block 6. The completed SF 182 will be submitted to arrive at the servicing CPAC not later than 20 working days before the start of the course.

c. On completing a course, the employee will submit to the servicing CPAC the original copy of the certificate of satisfactory completion of the training, the original copy or duplicate copy (not scanned) of the receipt for payment of tuition made by the activity using its GPC, and a copy of the approved SF 182. The CPAC will submit the documents to DHRM, ATTN: DHRM-LPM, Eighth Army, within 20 days after completion of a course.

d. Reimbursement from MOL.

(1) This applies to costs paid for KN employees to attend courses in non-Government training facilities.

(2) The required supporting records will include one copy of each of the following: the SF 182, receipt for training cost, training completion certificate, and reimbursement request.

(3) Upon forwarding a reimbursement request to the MOL, the DHRM will provide the supporting records (i) to the Chief of the 175th Financial Management Center, GSB for AF employees, and (ii) to the Chief of 175th Financial Management Center, CAO for NAF employees. The GSB or CAO, as applicable, will then create the account receivable and prepare the DD Form 1131, Cash Collection Voucher. The Cash Collection Voucher will contain the fund citation of the related SF 182. Then, when the responsible office (GSB, or CAO) receives the funds from the MOL, that office will take the funds (or if applicable, the evidence that the funds were received via electronic funds transfer) and the supporting records to the 176th Finance Company Disbursing Office.

e. An employee must be informed before his/her training request is approved that in the event of voluntary withdrawal from a course or receipt of a failing grade, the employee must return tuition assistance received to his/her organization.

Chapter 11

Selected Long-Term Training Programs

11-1. Long-Term Training Courses and Nominations

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 SSC programs, Material Maintenance Development Program, the Transportation Management Development program, Training-With-Industry, Army Congressional Fellowship Program, Army Senior Fellows Program, DOD Executive Leadership Development Program, DSLDP, Master of Military Logistics Program and others. These programs are announced annually by HQDA. Local career program managers and the servicing CPAC 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 servicing CPAC and forwarded to DHRM for review and further process. DHRM will obtain Eighth Army Command endorsements as appropriate. The command career program manager will approve or obtain Army Service Component Command (ASCC) 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 DA 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.

11-2. Administration of Leave

a. The employing activity will be responsible for administration of leave and maintenance of leave records.

b. 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.

c. The use of annual leave should be adjusted to conform to the schedule of training.

d. 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.

e. 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 OPM Form 71 (Request for Leave or Approved Absence) to the employing activity for use of annual leave or leave without pay during recess periods prior to departure.

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

11-3. Service Agreements

a. 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 completed. 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 SF 182 will be used.

b. 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.

Chapter 12 Protection of Government's Interest

12-1. Responsibilities

Commanders of installations, chiefs of activities, and chiefs of HQ Eighth Army 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.

12-2. Government Training

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

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

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

12-3. Non-Government Training

a. If an activity pays for training at the beginning of a course 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.

b. If an employee fails to complete non-Government training satisfactorily, actions in subparagraphs (1) or (2) below will be taken. Employees will be advised in writing of these requirements before the training starts.

(1) 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.

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

Chapter 13

Army Distributed Learning Program

Distributed learning is the delivery of education and training to students not resident at the school location through means, including mobile training teams, print, electronically mediated instruction, satellite, video, audio-graphic, computer based, multi-media technology and other forms of learning at a distance. DL programs include products referred to as correspondence courses, distance learning, computer based instruction, and Army eLearning program. DL programs describe training available to employees whose official duties or prospective duties require knowledge and abilities that can be gained through DL study. Nominating procedures are contained in each program. Many DL online commercial programs 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.

Chapter 14

Army Training Requirements and Resources System (ATRRS)

The ATRRS is the Army's Information Management tool for the administration and input of students training. ATRRS establishes training requirements, determines training programs, manages class schedules, allocates class quotas, makes seat reservations, and records student attendance. Information on most individual training courses taught by or for Army personnel is in the ATRRS database. The CHRA, Far East Region will appoint an ATRRS manager to administer training programs and requirements through ATRRS for civilian employees.

Chapter 15

Attendance at Meetings

15-1. Approval

Employees will generally be afforded the 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:

- a. To acquire information needed in the performance of official duties or which will contribute to improved conduct, supervision, or management of assigned functions.
- b. To provide information concerning the DA's work or functions to the meeting group in fulfillment of a public interest obligation.
- c. To contribute to the pool of scientific and professional knowledge from which the Government draws.

15-2. Professional Meetings

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.

- a. 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, Eighth Army, or by individuals who are authorized to act for or in behalf of the Chief of Staff.
- b. 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, Eighth Army, 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 of the DD Form 1610 (Request and Authorization for TDY Travel of DOD Personnel) for KN employees and Defense Travel System for DA civilian employees.

15-3. Requirements Prior to Attending Meetings

a. 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.

b. 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.

c. 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.

d. 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.

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

Chapter 16 Evaluation of Training

16-1. Training Evaluation Needs and Forms

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 post training 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 CPAC/CHRA, Far East Region will ensure that participants complete EA Form 74EK (End-of-Course Critique of Training Course) for all courses of 8 or more hours’ duration they each sponsored/conducted. A follow-up evaluation for all authorized CONUS training, for training

provided by non-Government facilities, and for command-centralized training courses sponsored by other activities will be completed by each participant and supervisor on EA Form 962-EK (Evaluation of Training Course) and returned to the servicing CPAC for information within 60 days after completion of training.

16-2. Long-term Training Evaluation and Annual Training Evaluation

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

b. The CHRA, Far East Region will prepare a written summary and evaluation of accomplishments made in the previous fiscal year training plan for courses sponsored/conducted by the CHRA, Far East Region.

c. Each CPAC/organization is responsible for the end of Fiscal Year (FY) summary evaluation of their training accomplishments and developing their own training plan for the upcoming FY.

Chapter 17 Training Records

17-1. Training Request Form and Certificate of Completion

a. 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 SF 182 may be issued in lieu of DA Form 87, when appropriate.

b. SF-182 serves as an individual record of training completed. When an employee is given a record of training by a training activity, the employee should forward a duplicate copy to his/her unit training coordinator who is responsible for inputting training completion data into DCPDS.

17-2. Documents no longer to be placed on file in the employee's Official Personnel Folder (OPF)

- a. Training Certificate
- b. SF 182
- c. OPM Form 1398, Model Veterans Readjustment Appointment Plan
- d. OF 37 (discontinued), Nomination for Interagency Training and the Presidential Appointee, Record of Training.
- e. Computer generated lists of completed training

17-3. Maintenance of Training Records

a. Training documents already on file in the OPF will remain on file (long term, right side) until the employee leaves Army employment. At that time, training documents will be removed from the OPF and returned to the employee.

b. When documentation of training activity is required to be maintained by law and Army regulations, it must be accomplished IAW AR 25-400-2. Managers and supervisor should establish organizational case files IAW ARIMS where appropriate training records can be maintained for the following:

- (1) Delegation of authority to approve training
- (2) The purchase of training
- (3) Training for placement
- (4) Academic degree training
- (5) Continued service agreement
- (6) Recovery and waiver of training expenses
- (7) Acceptance of contribution, award, or payment
- (8) Annual training plan evaluation.

c. Managers, supervisors, activity unit training coordinators, CPAC Human Resource Specialists and CHRA, Far East Region HRD professionals share responsibility to ensure proper and timely documentation of all completed training.

Appendix A References

Section I. Required references

AR 25-400-2 (The Army Records Information Management System (ARIMS). Cited in Supplementation and Chapter 17-3b.

AR 215-3 (Personnel Policies and Procedures). Cited in Chapter 1-4h.

AR 690-400, Chapter 410 (Training). Cited in Chapter 1-4i & j, 10-5a & c, 11-3a, 13, and 16-2a.

AR 690-950 (Career Management). Cited in Chapter 4-3a.

AR 690-990-2 (Hours of Duty, Pay and Leave, Annotated). Cited in Chapter 15-3c.

Joint Travel Regulation (JTR), Volume 2. Cited in Chapter 15-1 and 15-3a.

Section II. Related references

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

TAPC-CPP-T Memorandum (Change in Training Policy – Optional Use of Training Committee), 1 February 1991.

SAMR-CPP-MP Memorandum (Change to Record-keeping Requirements for Training Documents), 13 September 1996.

HQDA Memorandum (Payment of Expenses to Obtain Professional Credentials for Army Civilian Employees), 20 June 2003.

G-1 Memorandum dated 30 October 2003 (Rescission of Delegation of Authority for Civilian Personnel Policy/Management). DAPE-CP Memorandum (Clarification of Civilian Academic Degree Training Approval), 20 July 2006.

HQDA Message (Civilian Education System Policy), 11 November 2006.

Under Secretary of Defense Memorandum (Documenting and Reporting Civilian Training Requirements), 29 October 2007.

Online ACTEDS Training Catalog.

Glossary Abbreviations

AC	Advanced Course
ACTEDS	Army Civilian Training, Education, and Development System
AF	Appropriated Fund
AODC	Action Officer Development Course
AMS	Management Structure
ARIMS	Army Records Information Management System
ASCC	Army Service Component Command
ATRRS	Army Training Requirements and Resources System
BC	Basic Course
CAO	Cash Accounting Office
CCV	Cash Collection Voucher
CES	Civilian Education System
CESL	Continuing Education for Senior Leaders
CHRA	Civilian Human Resources Agency
CHRTAS	Civilian Human Resources Training Application System
CONUS	Continental US
CPAC	Civilian Personnel Advisory Center
CPD	Competitive Professional Development
DA	Department of the Army
DCPDS	Defense Civilian Personnel Data System
DHRM	Directorate of Human Resources Management
DL	Distributed Learning
DOD	Department of Defense
DSLDP	Defense Senior Leader Development Program

EMO	Electronic Media Only
FC	Foundation Course
FCR	Functional Chief Representative
FY	Fiscal Year
GPC	Government Purchase Card
GSB	General Support Branch
HRD	Human Resources Development
HRDD	Human Resources Development Division
HQ	Headquarters
IC	Intermediate Course
IDP	Individual Development Plan
IAW	in accordance with
JTR	Joint Travel Regulation
KN	Korean National
LPM	Labor and Performance Management
LTT	Long-Term Training
M&RA	Manpower and Reserve Affairs
MDC	Manager Development Course
MML	Master of Military Logistics
MOL	Ministry of Labor
NAF	Nonappropriated Fund
OPF	Official Personnel Folder
OPM	Office of Personnel Management
ROKG	Republic of Korea Government
SDC	Supervisor Development Course
SF	Standard Form
SSC	Senior Service College

STT	Short-Term Training
TDY	Temporary Duty
TWI	Training-With-Industry
US	United States