

January 24, 2002

CIVILIAN EMPLOYEE DEVELOPMENT AND TRAINING
(This publication has been revised significantly
and must be reviewed in its entirety.)

A. REFERENCES.

1. *DRMS Directive 1430.2, Civilian Employee Development and Training, March 27, 1997 (hereby superseded).*
2. DLAR 1430.12, Civilian Employee Development and Training.
3. DLAR 1430.13, Training Supervisors and Managers.
4. 5 CFR 410.
5. *DRMS-D 1430.3, Business Administration Program, October 31, 1996, (hereby superseded).*

B. PURPOSE. This directive:

1. Supersedes references A1 **and** A5.
2. Sets policy, outlines procedures and assigns responsibilities for employee development and training.

C. APPLICABILITY AND SCOPE. This directive applies to civilian employees of Defense Reutilization and Marketing Service (DRMS) and Defense Logistics **Information Service (DLIS)**.

D. DEFINITIONS. (Reserved for future use.)

E. POLICY.

1. Planning and Scheduling Attendance.
 - a. Training of employees must receive support at all levels. Supervisors will place a high priority on analyzing needs, planning training and providing career counseling.
 - b. Heads of DRMS offices/directorates, field activities, and DLIS office/directorate heads, will be personally accountable to their respective Commanders for carrying out planned training. This includes attendance of supervisors at supervisory/managerial training. Adequate training is critical for people to do their jobs effectively; particularly when workload is increasing or personnel shortages exist. Do not deny training for workload reasons when it will affect future productivity, safety, or legal compliance.

c. Normally, do not schedule employees to take a course more than once. Some exceptions may apply:

- (1) If the employee is experiencing a performance deficiency and training could improve performance.
- (2) If the content of the course has changed significantly.
- (3) If refresher is needed, as deemed appropriate by the supervisor.

2. Use of DoD Service School Quotas.

a. Be sure to use assigned service school quotas. Select at least one qualified alternate for each space. Identify the name and position of both the candidate and alternate in requests for quotas.

b. Valid reasons for canceling an employee's attendance are illness, death of close family member, or movement to another position.

c. The organization assigned the quota is responsible for sending a qualified employee or returning the space 75 days in advance of the training. Cancellations require an explanation and are subject to review by the Commander.

3. Training of Temporary Employees and Employees with Less Than 1 Year of Service. Provide temporary employees only the formal training essential to perform their tasks.

4. Tuition Assistance.

a. Tuition Assistance policy is as follows:

(1) An employee may request tuition assistance **prior to registering for a course** by submitting a DD Form 1556, approved by his/her supervisor, to the HRO for job related/mission related courses at any accredited college or university. **When determining whether courses are mission-related, use this guide:**

(a) **Will employee apply the knowledge/skills learned in performing assignments?**

(b) **Does everyone who performs similar work need this training?**

(c) **Is the purpose solely to obtain a degree? (If the answer is yes, the request MUST be disapproved unless documentation supporting "Academic Degree" training to assist in recruitment/retention of employees in shortage occupations has been prepared as approved by DLA Office of Human Resources).**

(d) **Is the purpose of training to qualify the employee for promotion? (Statements indicating or implying that training is necessary to qualify an employee for a higher level position requires denial of the request (except for mandatory programs)).**

(e) **If the employee did not attend the training, would performance be adversely affected?**

(f) **What return, in terms of improvement in performance, can I expect from this investment?**

(g) **Is the cost, in terms of time and money, worth the investment?**

b. **When filling out the DD Form 1556, you must ensure that it is complete with justification that explains how the course is related to your job/mission, course outline, the source, and the cost.**

(1) If the tuition assistance request is approved, this also authorizes payment for any associated lab/technical fees as well as books required for the course. **Lab and technical fees include computer lab fees as well as other fees directly associated with the course.**

(2) Students will provide a copy of their official grade reports to the HRO within 30 days of course completion. Students who fail to provide a grade report showing successful completion may be required to repay the Government. If a student drops a course, the student is responsible for doing so before the drop deadline.

(3) The employee will send the HRO (through their supervisor) an explanation of reasons for dropping a course or failing to receive a grade of at least 2.0. The HRO will determine if the employee repays the Government.

(4) Repayment is required unless the employee provides evidence that circumstances beyond his/her control prevented successful completion despite his/her best efforts to complete all course work. Such circumstances include serious, extended illness; serious illness or death of an immediate family member; or unplanned extended TDY which prevented attending classes. If repayment is required, the employee has two options to do so: **a) Reimburse the Government for the course, or b) retake the same course within 1 year at the expense of the employee and show proof of successful completion. If the employee fails to retake the same course within 1 year at their expense or fails to receive a grade of at least 2.0 for the retaken course, reimbursement for this course will be required before additional tuition assistance may be approved.**

5. Interns and Trainees.

a. Specific requirements apply to interns, Veterans Readjustment Authority (VRA) employees, and Student Educational Employment Program (includes the Student Career Experience Program and the Student Temporary Employment Program) participants. Supervisors must ensure there is a written training program for anyone selected into one of these positions. **The DLA Career Guide serves as guidance.** If there is no existing *Career Guide*, supervisors will consult with their employee development specialist in the HRO to get a program in place within 30 days of the employee's assignment to the entry-level position. **DRMS Form 799, Development Program Plan or equivalent, is used.**

b. An intern is defined as any individual in a position whose target is the full performance level in one of the professional, administrative or technical series. Usually the employee enters the position at the GS-5 or 7 level, and the target position is GS-9 or 11.

c. Targeted position is a position in which the incumbent is trained in the lower grade(s) to meet the full performance or journeyman level proficiency requirements.

d. Supervisors must evaluate interns quarterly. These evaluations document the intern's progress in meeting requirements of the training program.

e. Successful completion of training prescribed by the plan and quarterly evaluations are required before initiating action to promote to the next higher grade. The organization will not withhold promotions when trainees are unable to complete planned training because of insufficient funds, no class spaces, or similar situations.

f. Employees will serve a minimum of 90 days under the same performance standard and maintain a rating of fully successful before promotion to the next grade level.

g. If an employee fails to successfully complete the prescribed standards of a particular program, the situation is handled on a case-by-case basis and according to applicable laws and regulations.

6. Requesting Training.

a. Individual training.

(1) The office/directorate requesting the training prepares the DD Form 1556. Submit DD Forms 1556 to the training coordinator.

(2) The training coordinator reviews the forms for completeness and sends to the HRO.

(3) The DD Form 1556 must reach the HRO for signature 75 days in advance for USDA and DoD service school courses, 30 days in advance for all other training.

b. Contract training. Provide specifications for contract courses to the HRO. The HRO initiates procurement procedures.

7. Approval Authorities.

a. Training of **8-120 hours or with costs involved** requires written authorization. Enclosure 1 lists the designated authorizing officials.

b. Non-government training of more than 120 hours per course requires approval of the DRMS/**DLIS** Commander and **DLA-J-1**. Submit DD Forms 1556 to the HRO for processing.

c. The HRO Training Officer (or designee) reviews and signs DD Form(s) 1556 to verify that training meets regulatory requirements. Approval before the start of the training is a DoD requirement. **Training Coordinators will verify that each course has been allocated in the DLA Training System prior to authorizing payment of tuition, books and lab fees.** The HRO will notify the organization regarding the reason for disapproving a training request.

8. Evaluating Training.

a. The HRO assesses quality of training by reviewing the instruction, course content and materials of on-site courses. This is done through observation, student evaluation and post-course assessment by the supervisor.

b. The HRO will assess class participation by attendance rosters and instructor feedback.

c. The HRO will provide feedback about instructor effectiveness, course content and materials to the source/vendor as needed.

F. RESPONSIBILITIES.

1. The DRMS Executive Director/**DLIS** Deputy (or designee) will:

a. Provide overall command direction, as delegated by the commander, on training matters.

b. Approve the DRMS/**DLIS** training plan.

2. The Human Resources Officer (HRO) has the functional authority and responsibility to:

a. Direct and evaluate the training and development of civilian employees.

b. Coordinate these functions with all other activities of civilian human resources.

3. The Human Resources Office will:

a. Prepare an annual training plan **for both DLIS and DRMS, based on IDP input into the Training Application (TA).**

b. Identify appropriate training sources to meet specific needs. Research courses and quotas available, upon request.

c. Arrange on-site courses through interagency or procurement procedures. Arrange necessary equipment requirements and classroom space.

d. Monitor the Intern Program and Student Career Experience Program.

e. Upon request, arrange for the design of new courses based on specifications.

f. Maintain the DLA automated training system for tracking and recording training data **and updating and adding course codes as required.**

g. Provide information and guidance on DRMS/**DLIS** career paths, training, training evaluations and other matters.

h. Maintain this directive and review it **biennially.**

i. **HRO will provide space allocations to offices/directorates/field activities at least 75 days prior to start of first class.**

j. HRO will coordinate annual training plans with responsible offices prior to signing commitments with training providers.

k. Enforce policy, procedures and responsibilities of this directive and its references.

l. Assist supervisors in developing Development Program Plans.

4. Vice-Presidents of DRMS offices/directorates and Zone Managers of field activities, and **DLIS** office/directorate heads will:

a. Oversee the identification of training needs for their organizations.

b. Effectively utilize allocated spaces.

c. Review training progress and make recommendations for the training program.

d. Provide career program guidance for their respective career fields.

e. Appoint a training coordinator to perform training administration functions.

f. Ensure directorate/office compliance with this directive.

g. Consider establishing targeted career position in their functional areas when vacancies occur and circumstances permit.

h. Ensure that systematic means exist for developmental training and occupational progression.

5. Supervisors will:

a. Prepare the IDP (see Enclosure 2) with the input of the employee to identify training requirements for each permanent and long-term (over 1 year) temporary employee. **Manuals, career guides and resource brochures/catalogs are available for developing IDPs.**

b. Prepare the IDP within 60 days after employee's entrance to duty and annually. **IDPs may be revised** throughout the year, as necessary.

c. Provide opportunities to participate in on-the-job training and development activities.

d. Nominate employees for training without discrimination based upon race, color, religion, sex, age, handicap or national origin. **Employees should be nominated without discrimination based on lawful political affiliation, marital status, membership or non-membership in employee organizations, and nondisqualifying physical or mental handicap.**

e. Assure that formal training is job/mission related and used in carrying out present or expected future responsibilities.

f. Assure that the employee meets the following requirements.

(1) Nominee is a permanent or long-term temporary (over 1 year) employee.

(2) Nominee has no immediate (6 months or less) retirement plans.

(3) Nominee meets course criteria or has an approved waiver to the criteria.

g. Encourage each employee's self-development.

h. Submit DD Form(s) 1556 to the HRO. Submit the form(s) a minimum of 75 days in advance for DoD Service School and USDA courses and a minimum of 30 days in advance for all other courses.

i. Review DD Form(s) 1556, copy nine, Section H, evaluation with employees when training is completed **or equivalent.**

j. Identify positions which may have targeted positions established.

k. Select employees for approved targeted positions.

l. Develop training plan, if none exists, using DRMS Form 799, Development Program Plan or equivalent, for those employees in targeted or intern positions. (See sample at enclosure 3.)

m. Identify the development and training each employee needs to satisfy requirements of the training plan. Document these needs on DRMS Form 1652, Individual Development Plan (IDP).

n. Schedule formal classroom training and on-the-job training required by the training plan.

o. Perform quarterly review of training with the interns on DRMS Form 43, On-the-Job Training (OJT) Documentation, and return it to the HRO. (See sample at enclosure 4.) Ensure the DRMS Form 43 is completed before recommending promotion.

p. Submit a Request for Personnel Action (RPA) SF 52 to the HRO for noncompetitive promotion to the target position when training and other requirements are met. The SF 52 must arrive in the HRO at least 30 calendar days in advance of proposed effective date.

6. Employees will:

- a. Take advantage of developmental opportunities and supplement them through self-development programs and activities.
- b. Attend and complete scheduled training.**
- c. Provide grade reports and other documentation required to certify training completion **within 30 days.**
- d. Actively participate in the development of an IDP and Development Program Plan.**
- e. Actively participate in the evaluation process.**

7. Training Coordinators will:

- a. Gather and record training data. Notify the HRO of required training that is out of cycle. Coordinate with the HRO on other matters related to DRMS/**DLIS** training administration and management.
- b. Input requirements from IDPs and detailed information from the DD Form 1556 into the Training Application.
- c. Submit DD Form(s) 1556 to the HRO in proper format on a timely basis.
- d. Monitor every 1556 that is submitted utilizing the DLA Training Application, using this application as the sole documentation of approval.**
- e. Ensure that DD Form(s) 1556, copy nine, Section H, **or equivalent** evaluation is available for employees to complete and for the supervisors to review in a timely manner.

G. EFFECTIVE DATE AND IMPLEMENTATION. This directive is effective upon **signature by the DRMS Executive Assistant.**

H. INFORMATION REQUIREMENTS.

1. Use the following forms with civilian training.

- a. DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement. Use this form to request and record approval of all Government and non-government training of 8 hours or more duration. **If funding is needed, training requires approval before the start of instruction.**
- b. DD Form 1631, Defense Management Education and Training Program Requirement/Quota Assignments. The Employee Development Specialist uses this form annually to request allocation of service school spaces. The HRO sends the request for spaces to the DLA Training Center (DTC) for processing.
- c. DD Form 1631-1, Defense Management Education and Training Program Requirements for Course Presented On-Site (RCS DD (AR) 905). The HRO uses this form to request on-site service school courses through DTC.
- d. DA Form 145, Army Correspondence Course Enrollment Application. The nominee completes this form and submits it to *the HRO*. *The HRO* forwards the form to the school for enrollment in a correspondence course.
- e. DRMS Form 1652, Individual Development Plan (IDP).
 - (1) Use this form to specify an employee's training needs. It provides a basis for supervisory/subordinate discussion of career development.
 - (2) Preparation. The supervisor completes the form, **with employee participation**, within 60 days of the employee's entry into a position and annually.

(3) Review guidance on training required for the employee's position. Determine what the employee has already had and decide what is needed. The employee provides input based on career goals and his/her own perceptions of skill needs. Determine priorities of formal training. Both parties sign the form.

(4) Disposition. The employee receives one copy. The supervisor sends a copy to the training coordinator. The training coordinator records the contents into the DLA Training Application automated system.

f. HQ DRMS Form 43, On-the-Job Training (OJT) Documentation. Use this form to evaluate interns quarterly. The immediate supervisor completes the form in triplicate. Send the original to the HRO. The supervisor retains one copy. The intern or employee receiving OJT also receives one copy.

g. DRMS Form 799, Development Program Plan. Use this form to document developmental work assignments. Include target dates for completion of work assignments and formal classes at each grade level (enclosure 3).

BY ORDER OF THE COMMANDER

/s/
JANINE DES VOIGNES
Executive Assistant

Approval Authorities

Training of 120 hours or less

1. Vice-Presidents of DRMS offices/directorates, Deputy Commanders, and Zone Managers of Defense Reutilization and Marketing Offices (DRMOs) and **DLIS** office/directorate heads are delegated authority to sign DD Forms 1556 as authorizing official for their staffs.

a. The designated authorizing official must be in the supervisory chain of the person being trained (at least one level higher).

b. If funds are required, the designated official must have authority to obligate funds.

2. Vice-Presidents of DRMS offices/directorates, DRMO Zone Managers and **DLIS** office/directorate heads may further delegate this authority to division/branch chiefs if the training has no cost other than employees' salaries; e.g., courses given by DRMS or **DLIS**, and computer-based training.

3. The authorizing official's signature means:

a. The training is approved for the individual named.

b. Funds are available.

c. The employee will be released to attend the course. Only the authorizing official (or higher authority) may cancel training after it has been approved. If cancellation becomes necessary, contact the Human Resources Office immediately to find out if substitution or cancellation is possible. Authorizing officials are responsible for avoiding waste of funds due to canceled training.

4. The DRMS Executive Director and Executive Vice-Presidents (or their designee) are authorizing officials if the training is for Vice-Presidents or Zone Managers. Vice-Presidents are authorizing officials if the training is for employees in their office. The **DLIS** Deputy is the authorizing official if the training is for the Directors and the Directors are authorizing officials for employees in their offices.

Guidance to Supervisors
Completing DRMS Form 1652,
Individual Development Plan (IDP)

1. List the specific knowledge and skills needed in this particular job. To get this information, refer to the position description and/or performance standard. Include skills which may be unique to that position. If you have several like positions, the same skills can apply to more than one person. (Skip this step if the employee is a GS-5/7/9 intern). *Refer directly to the DLA Career Guide which shows required competencies.*
2. The employee's current skill level is based on your judgment. It may help to get the employee's input. "Basic knowledge" is usually needed when someone is new to the job, or new skills are added to a job. "Advanced knowledge" is needed when people have learned the basics but the job requires them to know more. "Supplemental knowledge" may be needed to enhance performance or update of someone who's already competent.
3. To determine the "Method of Acquiring", consider the budget as well as the needs of the employee. Remember "other" types of training such as special assignments or projects, team assignments, on-the-job training (OJT), briefings, details, cross-training, and self-development. Refer to the Corporate Training Plan to see what formal courses are recommended. You decide whether an individual needs the recommended courses, unless they are mandatory.
4. If you select on-the-job training (OJT) as the method of training, be sure to plan it and document it. Set specific objectives and schedule it. Select a trainer who knows the subject well, relates well to others, knows how to listen, and explains things clearly. Then evaluate the training to the employee's progress on a set schedule (weekly, monthly or quarterly) on a DRMS Form 43.
5. If formal training is appropriate, give the course title, source (ALMC, USDA, etc.), and fiscal year. You must identify the priority in the last column. The priorities are defined below:
 - a. Essential-Priority 1: Required in the next annual cycle because it's essential to mission accomplishment or to correct serious performance deficiencies; and training required by laws, regulation, or higher authority.
 - b. Needed-Priority 2: Needed in the next annual cycle. Omission of this training might impact mission during the next 2 to 3 years.
 - c. Useful-Priority 3: Training to enhance overall performance of an employee who is already considered competent.
6. The "career goal" block is a reminder to discuss with the individual his/her career goals. If the employee wants to advance but needs direction, the Corporate Training Plan and the DLA Career Guide are available to help. If the employee is not interested in advancement, possible entries in this block are: "Enhance performance in current position" or "None at this time".
7. Discuss the IDP with the individual and obtain his/her input.
8. Sign the form, have the employee sign also, and give the employee a copy.

