

# TAB I

## HUMAN RESOURCES DEVELOPMENT TRAINING PLAN

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1. **APPLICABILITY:** This program applies to all Army and Air National Guard excepted and competitive technicians in the State of Arkansas.

2. **PURPOSE:** This document establishes responsibilities, policies, and procedures for the Human Resource Development (HRD) program for all Arkansas National Guard technicians. This program implements the provisions of Title 5, United States Code, Chapter 41; Code of Federal Regulations, Parts 410 and 412; and NGB TPR 400 dated 1 June 1996 by defining procedures and responsibilities for the state technician HRD program.

3. **GENERAL:**

(A) The technician HRD program of the Arkansas National Guard is designed to improve service, save dollars, develop and retain skilled technicians and to keep them apprised of scientific, professional, technical and management progress by establishing and operating progressive and efficient training programs that ensure mission readiness.

(B) Arkansas National Guard policy is that the selection of technicians for training and development be made without regard to race, color, religion, gender, national origin, age, handicap, or other unrelated factors.

(C) It is the policy of the Arkansas National Guard, in carrying out the responsibilities under Public Law 90-486 and Executive Order 11348, subject to the provisions of DoD Directive 1430.5 to:

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

(2) Send technicians to training programs conducted by other government agencies, to the extent that these agencies are capable of accepting them, and to admit to National Guard training programs employees from other Federal agencies with or without reimbursement.

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

(4) Pay expenses of technicians attending meetings that will contribute to better supervision and management of its substantive function themselves.

(5) Permit technicians to accept training contributions and awards from non-government sources.

(6) Permit technicians to accept payment from non-government sources for expenses connected with meetings that they attend.

4. **DEFINITIONS:**

(A) *Agency* means the National Guard Bureau, of which the Arkansas National Guard is a sub-element.

(B) *Employee* means any military or competitive technician employed by the Arkansas National Guard.

(C) *Government Facility* means any property owned or substantially controlled by the Government and the services of any civilian and military personnel of the Government acting in their official capacities.

(D) *Interagency Training* means training provided by one agency for other agencies or shared by two or more agencies.

(E) *Non-government Facility*: Each state is authorized to approve the use of non-Government facilities for the training of technicians only after determining that adequate training facilities are not available through Government sources.

(F) *Training by, in or through Government facilities* means training that is conducted by civilian or military personnel of the Government acting in their official capacities, and on property owned or substantially controlled by the Government. All other training is "trained by, in, or through non-government facilities."

(G) *Training* means the process of providing for and making available to an employee, and placing or enrolling the employee in, a planned, prepared and coordinated program, course, curriculum, subject, system or routine of instruction or education, in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other field which will improve individual and organizational performance and assist in achieving the agency's mission and performance goals.

(H) *Official Duties* are the authorized duties that the technician is presently doing or can be reasonably expected to do in the future.

(I) *Service School* includes all training that is conducted on a regular and repetitive basis by the military services. Special one-time or infrequent indoctrination conducted by the military services is not considered to be service schools for the purpose of this policy.

(J) *Course of Instruction* includes all training programs conducted by Government agencies or activities other than military services (e.g. Office of Personnel Management) and non-Government training programs (e.g. factory training programs, college or university conducted courses, etc.)

## 5. RESPONSIBILITIES:

(A) **EMPLOYEE DEVELOPMENT SPECIALIST (EDS)**: The Adjutant General of Arkansas, through this regulation, delegates the authority to the Employee Development Specialist (EDS), under the direction of the Human Resources Officer, for managing an effective training program for technicians to include:

(1) Ensuring that technician training dollars are allocated and expended in accordance with the priority definitions in paragraph 6(B)(3).

(2) Ensuring technicians receive supervisory training.

(3) Assuring the development and implementation of the annual Arkansas National Guard technician HRD plan.

(4) Documenting and keeping necessary records.

(5) Certifying all training related forms.

(6) Managing and processing training and education data and requirements in DCPDS, AFTMS, and ATRRS.

(7) Publicizing availability of training and self-development and, in conjunction with managers and supervisors, evaluating the effectiveness of completed training.

(8) Conducting an annual technician training needs survey, securing training funds, and developing an annual HRD plan describing training needs, proposals for accomplishing training, resources required, goals, priorities, time frames, evaluation plans, and alternate solutions.

(9) Providing assistance to managers and supervisors on training.

(10) Ensuring TPR 300(335) requirements are followed whenever training is intended primarily for promotion.

(11) Serving as career counselor and participate in administration of the upward mobility training program and in developing retraining and career transitioning options for technicians affected by reductions in force.

(12) Monitoring compliance with negotiated agreements of labor organizations relating to training and employee development.

(13) Developing, executing, and monitoring local training budget, maintaining appropriate documentation of training requests and ensuring obligation of funds in accordance with training priorities and the Annual Funding Plan. Justifying and defending budget and recommending transfer of funds from other accounts or programs to meet high priority unfinanced requirements.

(14) Ensuring that all newly appointed technicians receive orientation training.

(15) Establishing and coordinating a management development program to provide opportunities for incumbent managers and developmental opportunities to selected employees. Solicit nominations and obtain course quotas.

(16) Monitoring the utilization of Air National Guard base level training funds. The EDS will work in coordination with the Air Guard comptrollers to establish appropriate procedures for the monitoring of technician fund expenditures. The EDS will participate in both Air Wing Financial Working Group (FWG) committees to serve as an advisor on technician training budget issues.

(17) Coordinating the overall control of Army National Guard funds with major commanders and directors.

(18) Establish/chair an Arkansas Technician Training Committee, which should consist of top functional managers and/or training officers/NCOs, separately with the two Air Bases and the Army National Guard. The committee will meet quarterly, as a minimum, unless circumstances arise which would warrant additional meetings. The committee will meet to review any of the following issues:

(a) State Training Plan

(b) Future training requirements to include proper identification and validation of priority level of training

(c) Training needs and an impact statement explaining the effect of unfunded requirements.

(B) SUPERVISOR: The supervisor is responsible for:

(1) Determining the training needs of his/her subordinates.

(2) Establishing Individual Development Plans (IDPs) for technicians hired below the full performance level and Performance Improvement Plans (PIPs) for technicians rated below fully successful. However, supervisors are encouraged to develop IDPs for all employees.

(3) Encouraging individual self-development programs that will improve technician and military attributes and skills.

(4) Evaluating all training to ensure that it is economical, effective, and in support of overall mission priorities.

(5) Submitting requests for technician training on DD Form 1556.

(6) Ensuring that training completion documents and travel orders are forwarded to HRO-EDS for data collection, analysis, and filing IAW FPM 293-31.

(7) Evaluating the results of performance appraisals as a basis for determining training needs and approving training requests.

## 6. DETERMINING TRAINING NEEDS

### (A). IDENTIFICATION OF TRAINING NEEDS

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

(2) In identifying training needs, the supervisor must analyze and evaluate identified shortcomings to determine that training will solve the identified problem. On-the-job training or some other method of training such as coaching, special project assignments or rotational assignments may be preferable to formal training.

(3) Supervisors should appraise the various solutions available, and if assistance or information is desired, they should contact the Employee Development Specialist (EDS) at the Human Resources Office. *The EDS will* provide assistance in meeting a training need or in identifying another solution to a performance shortcoming.

### (B). REPORTING TRAINING NEEDS:

(1) After supervisors have completed the process of identifying training needs, a list of training needs will be forwarded to the EDS, as part of the EDS requirement to conduct an annual training survey. The EDS will annually solicit input for the survey, and will require the reporting be accomplished by approximately 1 March for input into the upcoming fiscal year budget. The requirement to accomplish this in a timely manner makes it necessary for supervisors to continually monitor the work force to determine the available skills and to identify the training required to effectively manage the available technician resources. See Annex B for format.

(2) The EDS will analyze the training needs and assist supervisors in estimating the cost of required training. The EDS will provide budget-input data when requested to obtain needed funding of requested training. The funding request will be submitted by the EDS to USP&FO for Arkansas Army technicians and to each ANG base comptroller for Air technicians.

(3) Upon receipt of the funding document from NGB, training funds will be allocated to supervisors according to priorities of training needs as modified by the percentage of funds received compared to the percentage of funds requested. All requested training will be given a priority determination by the EDS, and allocated on the following basis:

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

(b) **Priority II:** Required to provide for systematic replacement of skilled technicians who will leave the technician work force and, if deferred beyond the training cycle, would have an adverse effect on mission

accomplishment. Required supervisory training courses are in this category, i.e., NGB Basic Supervisor Course/Orientation - 32 hours.

(c) **Priority III:** Training designed to increase efficiency of employees who perform adequately. Deferment would have minimal effect on organization mission. Included are courses or seminars designed to improve the overall performance of technicians or which may furnish training to improve the skills of employees to enhance their value to the technician work force.

## 7. TRAINING SOURCES

(A). Governmental: The vast majority of governmental training made available to National Guard technicians is that provided either by the Office of Personnel Management (OPM) or by the military services. The majority of military service training is provided at either Army or Air active duty installations, the Training and Education Center (TEC) at McGhee-Tyson ANG Base, or the Professional Education Center (PEC) at Camp J. T. Robinson.

(1) U. S. Office of Personnel Management Training: The primary source of OPM training for Arkansas technicians is through the Dallas Regional Training Center, Dallas, Texas. The center annually offers over 200 different training courses and also provides technical assistance on training systems, methodology, technology, and career development. Brochures and data regarding available courses are available through HRO. It is subdivided into six Institutes.

(a) Management Training Institute (MTI), which provides a variety of courses on the management of people and work, ranging from new supervisor courses to those for top executives.

(b) Personnel Management Training Institute (PMTI), which provides training in the field of personnel management to personnel specialists, managers and supervisors, EEO, and employee relations courses are included in PMTI's range of training.

(c) Management Sciences Training Institute (MSTI), which provides courses in management sciences, financial management, science and engineering.

(d) Communications and Office Skill Training Institute (COSTI), which offers courses dealing with office skills, office techniques and communications skills such as public speaking, writing, briefing and conference leadership.

(e) Computer Technology Training Institute (CTTI), which provides courses dealing with a wide variety of computer programs.

(f) Training Consultation Services (TCS), which provides courses dealing with Labor Management Relations matters.

(2) Attending military schools in a technician status: With the approval of the HRO, as delegated by the Adjutant General, technicians may attend military service schools in technician status when the training course more closely relates to their technician status than their military position. If the two positions are so closely compatible that it is difficult to determine which status the training course is more closely related, supervisors may recommend technician status. Before technicians attend service schools in a technician status, they must be advised and complete a Memorandum of Understanding (Annex C) certifying that they have been advised:

(a) Of the limited military benefits available if they attend in a military technician status (e. g. commissary, open mess, or exchange privileges).

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

(c) If adequate government quarters are available and are not used, the quarters portion of the per diem will not be paid to the military technician (JTR Vol II, C1055).

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

(e) Every effort will be made to use military transportation, especially aircraft, when traveling to and from military service schools, providing it is practical, saves on transportation cost, and does not interfere with critical arrival time.

### (3) National Guard Professional Education Center (PEC) and Training and Education Center (TEC) training

(a) The Quota Manager, EDS, will be responsible for ensuring that technicians are nominated to attend ARNG Proponent courses offered at the Professional Education Center (PEC). Nominations for these courses will be coordinated with appropriate supervisor and submitted to PEC by the Quota Manager. Travel Orders are the responsibility of the individual units.

(b) Nominations for other courses scheduled at PEC will be coordinated by the Quota Manager in conjunction with appropriate supervisors, following receipt of the FY PEC Planning Calendar and individualized instructions for the courses offered. Supervisors will be responsible for notification to the EDS regarding attendance at PEC courses not scheduled or originated by this office.

(c) The EDS will coordinate with the applicable Base Education and Training Office to schedule TEC courses for Air Guard personnel.

(B). Training Through Non-Government Facilities: The EDS, through delegation from the Adjutant General and the Human Resources Officer, is authorized to approve the use of non-government sources for training technicians. The EDS may authorize non-Government-training sources only after determining that adequate training is not available from Government facilities. Adequate training is not reasonably available when: (1) existing programs will not adequately meet the need, new programs cannot be established in time to meet the need, and reasonable inquiry has failed to disclose the availability of suitable and adequate programs elsewhere in the Government; or, (2) the training programs of government facilities would be more expensive (due to travel costs, salary, and the facilities fee) than the training programs of non-government facilities which are adequate to meet the need. All technician training activities, other than formal military service schools, will require the EDS to conduct a cost comparison and analysis by estimating (1) direct costs, (2) indirect costs, and (3) overhead costs. Regardless of the cost comparison outcome, training sources will be selected on the basis of quality training first, balanced by the cost of training. The first priority will be to get the best training available at the most reasonable price.

(1) Agreements to Continue in Service - Technicians will sign a training agreement for all non-government training over 120 hours in which the National Guard provides the training cost; see DD Form 1556, Copy 1, for agreement form. The agreement is for the technician to remain as a technician in the National Guard for at least three times the length of the training period. If the technician voluntarily breaks the agreement, he or she will pay the Government the training expenses incurred by the Government.

(2) Extended Training through Non-Government Facilities - All full time, long term, non-government training extended over 120 hours will require the approval of NGB.

## 8. HRD RESOURCES

(A) The EDS will act as coordinator for technician training resources to include:

- (1) Human resources
- (2) Training materials and equipment
- (3) Training space needed to carry out necessary training programs
- (4) Funds needed to pay for the above resources and other expenses of the program

(B) Resource Needs Matching. The EDS and the supervisor will work closely together to ensure that all Priority I training is met and that other levels of training are met as adequately as possible. Priority I training will always take precedence over other training requirements.

(C) Pooling Training Resources. The EDS and State Program Managers (i.e. Safety Manager, Environmental Manager, Maintenance Manager, ANG Base Education and Training Managers, etc) will coordinate to ensure that all required training is met.

#### 9. COUNSELING EMPLOYEES:

(A) The EDS will provide counseling and advice to technicians, supervisors, and commanders on technician training opportunities and sources of training.

(B) The EDS will ensure that all newly appointed technicians receive an orientation briefing which will cover, as a minimum, the following major topics:

- (1) Mission and organization
- (2) Technician rights, opportunities and privileges
- (3) Responsibilities and obligations of National Guard technicians including restrictions with regard to gratuities and outside activities
- (4) Leave, pay, health benefits, insurance, retirement, and injury compensation
- (5) Health and safety
- (6) Merit promotion policy, fair employment policy, and incentive award programs
- (7) Security and safeguarding information
- (8) Equal Employment Opportunity Program
- (9) Employee Development Program
- (10) Inform the employee that the Union is the Exclusive Representative of employees in the bargaining unit. Each new employee shall be furnished a copy of the latest negotiated agreement at the time of orientation.

(C) Supervisors have the immediate responsibility and authority to counsel subordinates concerning the development of their potential for the performance of official duties within his/her organization. Supervisors will guide and counsel subordinates on available training courses and inform them of the procedures for requesting



training. Supervisors should also support and encourage self-development among their subordinates which, at no cost to the government, could lead to career advancement.

#### 10. TRAINING APPLICATION PROCEDURES:

(A) Supervisors are responsible for initiating and forwarding applications for training for requested training courses. DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement, will be used to request, approve, disapprove, and evaluate all government and non-government technician training. The form should be completed according to instructions on the last page and additional instructions as furnished by NGB. See Annex D for instructions.

(1) **ARNG Technicians:** The supervisor will prepare DD Form 1556, sign it (block 32), and **forward it to the EDS for review and processing.** The EDS will, in turn, submit the application to the appropriate training source.

(2) **ANG Technicians:** The supervisor, in coordination with his/her Unit Education and Training Manager (UETM), will prepare and sign the DD 1556 (block 32). The supervisor must also complete any local training request form required by his/her servicing Base Education and Training Office (BETO). The supervisor obtains the signature of the appropriate Group or Wing Commander on the training request form(s) (block 34 of the DD 1556). The supervisor will then get the fiscal officer certification on block 27 of the DD 1556. The supervisor will forward the local training request form, if applicable, to the BETO; **and s/he will forward the DD 1556 to the EDS.** After reviewing and signing the DD 1556, the EDS will coordinate with the BETO to ensure submission of the application to the appropriate training source.

(B) If travel is required for Air or Army technicians, the supervisor must ensure that travel orders are published and that a copy of the travel order is provided to the EDS within 5 workdays after publication.

(C) Supervisors are also responsible for initiating required forms for attendance at military service schools in technician status. In addition to the DD Form 1556, the ATTRS (Army Training Requirements and Resources System) Army National Guard Application for Training will be used for this purpose. The HRO will review NGB forms pertaining to technicians attending military service schools. When it has been determined that attendance in a technician status is warranted, the following authority statement for orders is appropriate: "Training in a military technician status is authorized under TPR 400 (410.4)."

#### (D). EVALUATING TRAINING

(1) Each technician receiving training over eight hours in length will evaluate such training on DD Form 1556, Copy 9. Evaluations will be completed and forwarded to the immediate supervisor within seven days of course termination. If for some reason DD Form 1556 is not used, the evaluation should be made using a memorandum format.

(2) The supervisor will, in turn, complete the supervisor's evaluation on Copy 9 within two weeks of course termination, retain a copy, and forward it to the EDS.

#### (E). TRAINING RECORDS

(1) Supervisors will annotate the Supervisor's Record of Technician Employment to document training received by subordinates. Supervisors should also maintain an Individual Development Plan (IDP) (if required) for a technician outlining training required to meet the needs of the position occupied. This will enable an effective and profitable allocation of training sources and also will ensure maximum utilization of subordinates. Technicians employed in official trainee positions leading to a higher target grade will also have a formal training program established. The Training or Individual Development Plan for those individuals will be approved by the EDS when the technician enters training, and will be carefully documented by the supervisor during the training period to show training progress. See sample of Individual Development Plan, Annex A. Supervisors are responsible for initiating

promotion requests via SF 52 to HRO at the intervals expressed in the Training Plan, or as training objectives are met.

(2) All evaluations of training courses will be maintained at the HRO for the purpose of recommending future schools and courses for other technicians. Technicians and supervisors should also ensure that a copy of the training certificate is forwarded to HRO-EDS. The Training Certificate will be used as background material for certification of training received on copy 1 of the DD Form 1556. After certification by the EDS, copy 1 of the DD Form 1556 will be kept on file at the Human Resources Office. HRO will also maintain copies of the Training Plans for technicians employed in official trainee positions leading to higher target grades, and the EDS will approve/disapprove all requests for promotion following evaluation of documented training progress.

#### (F). TRAINING REPORT

(1) By Law, this agency must submit annually to NGB, who in turn forwards the data to the Office of Personnel Management (OPM), a report which details how we conducted training within the fiscal year. This report includes, as a minimum, the number of technicians trained, how many of those were supervisors/managers, how many were non-supervisors; the number of hours our employees spent in training; what our costs were for tuition, travel, per diem, and other training related costs. The EDS will compile all required data from the DD Form 1556 submitted during the fiscal year. Two separate reports will be issued one for the Army National Guard and another for the Air National Guard.

(2) Once these reports are completed, they will be forwarded to NGB who compiles all reports from all states for submission to OPM. While at NGB, reports are reviewed to determine impact on upcoming fiscal years budgets.