

DELEGATION OF TRAINING  
APPROVAL AUTHORITY  
GUIDE  
  
FOR  
SOUTH CENTRAL REGION

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## I. INTRODUCTION

This *Delegation of Training Approval Authority Guide* contains information specifically designed to help managers meet their human resources development obligations to certify them to approve training. Those who approve training are responsible for ensuring that the training and development needs of their organization and employees are identified and met. Personnelists at all levels are available to assist managers with this responsibility. Today, this assistance is less "face-to-face" and more electronic (e.g., e-mail, website, telephone). Additionally, once managers have been certified, they can approve training that formerly was approved by their local personnel office.

Additional guidance can be found at:

Civilian Personnel On-line (CPOL), under Personnel Management and Information Support System (PERMISS) at:

<http://www.cpol.army.mil/permis/home.html>

## II. DELEGATION OF TRAINING APPROVAL AUTHORITY

Army Regulation (AR) 690-200, Chapter 250, allows for the delegation of authority to approve short-term training (120 days or less) to line managers. Managers are required to receive certification training before they can use this authority. This can be accomplished by:

- Reviewing the contents of this guide;
- Contacting your servicing Civilian Personnel Advisory Center (CPAC) advisor, \_\_\_\_\_ with any questions about unclear areas; and
- Signing the attached certification statement and forwarding it to your CPAC for authentication. The CPAC will authenticate and return the original for retention in your organization training files.

A Training Approval Checklist is provided for your information at the end of this guide.

## III. ROLES AND RESPONSIBILITIES

### A. *Commander Responsibilities*

- Delegating Training Approval Authority to Line Managers.
- Approving all command-sponsored training in excess of 120 days.
- Ensuring necessary funds and other resources are allocated to meet training needs.
- Providing adequate facilities and equipment for the efficient and cost-effective delivery of training programs.
- Ensuring all mandatory training is accomplished in a timely fashion.

- Ensuring new supervisors complete mandatory core leadership training.
- Ensuring the CPAC or appropriate training office takes part in program and budget administration for training.

## ***B. Manager Responsibilities***

- Being familiar with basic training regulations and laws.
- Assessing the training needs of the organization and reporting those needs to the local organization responsible for training during appropriate assessment surveys.
- Incorporating training needs into the organization's strategic plan.
- Budgeting and committing funds and/or other resources to meet identified training needs.
- Ensuring mandatory and other training requirements are met.
- Ensuring new Supervisors complete the Supervisor Development Course as well as other mandatory core leadership training.
- Approving training requests (where authority has been delegated).
- Developing an Individual Development Plan (IDP) for each employee.
- Developing training plans for employees in special programs.
- Counseling employees on career development.
- Reviewing long-term and leadership development application packages and routing to proper destination (e.g., Major Army Command (MACOM), Functional Chief Representative (FCR)).
- Providing on-the-job orientation for employees new to the organization.
- Evaluating completed training.
- Setting up and maintaining required training documentation/files for the following:
  - Copies of Delegation of Authority to Approve Training.
  - Documentation of training costs (e.g., purchase, travel expenses, tuition, fees) and completions (DD Form 1556).
  - Copies of employee Individual Development Plans (IDPs).
  - Training plans for occupational and organizational development.
  - Training for promotion and placement.
  - Academic degree training, once approved by the MACOM or Department of Army (DA).
  - Continued service agreements.
  - Acceptance of contribution, award, or payment.
  - Evaluations of completed training.
  - Mobility agreements, including Intergovernmental Personnel Act agreements.
  - Training events and activities and individuals selected for training.

- Training of Presidential appointees, including name and position title of official, description of training, location, vendor, cost, duration, justification and application of training to term of office.

***C. Civilian Personnel Advisory Center (CPAC) or Appropriate Training Office Responsibilities***

- Providing professional HRD advisory services.
- Working with supervisors to develop and execute the installation's annual HRD plan.
- Assisting with the assessment of training needs.
- Identifying training sources, methods and techniques for local courses.
- Facilitating and/or coordinating local training courses.
- Providing training and assistance on the use of Department of Defense automated system that supports the training function.
- Using the appropriate automated system. Building and maintaining installation-unique course, vendor and class schedules.
- Monitoring the quality of course content and delivery systems.
- Serving as a liaison between line managers/training coordinators and the SC CPOC.
- Conduct periodic audits of training approvals.

***D. Training Coordinator Responsibilities***

- Communicate/coordinate training information between management, employees, CPAC, and CPOC.
- Provide supervisors/employees with timely training information, instructions, assistance with sources, resources, nominations.
- Advise/assist supervisors in completion of Individual Development Plans (IDPs) and related training need documents.
- Coordinate organization annual training needs survey with CPAC.
- Manage organization space allocations/funding.
- Assist with administration of onsite courses.
- Coordinate substitutions/cancellations.
- Verify/certify training bills for payment.
- Maintain organizational suspense files for training/follow-up evaluations.

***E. South Central Civilian Personnel Operations Center (SC CPOC) Human Resource Development Division (HRDD)***

- Developing policy and guidance for region-wide training.
- Initiating and consolidating HRD plans within the region.
- Preparing regional training reports.
- Developing and marketing regional HRD programs.

- Executing regional training.
- Analyzing the effectiveness of HRD accomplishments within the region.
- Providing professional HRD advisory services to CPACs.
- Conducting regional training needs assessment and developing a regional training plan.

#### IV. RULES AND REGULATIONS

The following is a general overview of the current rules and regulations pertaining to the training and development of civilian employees. Line managers must be familiar with and consider each of these items prior to exercising their training approval authority. Remember, questions can be referred to the manager's servicing CPAC. Information is also available via the world wide web at <http://www.cpol.army.mil> in PERMISS.

##### ***A. General Information***

###### 1. Purpose of Training

Managers are responsible for ensuring that training they approve is mission related. A training occurrence can be considered "mission related" if it meets any of the following criteria:

- Supports the organization's strategic plan.
- Improves an employee's current job performance.
- Allows for expansion or enhancement of an employee's current job.
- Enables an employee to perform potentially needed duties outside of their current job but at the same level of responsibility.
- Meets organizational needs in response to human resource plans, downsizing, restructuring and/or program changes.

**NOTE: Training requests which do not meet any criteria listed above may not be authorized** (SOURCE: AR 690-400, Chap 410, 1-5; TITLE 5 USC 41; and 5 CFR Part 410.101).

###### 2. Approval for Training

Training must be approved PRIOR to the course start date. Employees enrolling in non-Government training without prior written approval may be

held responsible for the total cost of the training (SOURCE: AR 690-400, Chap 410, 5-1a).

### 3. Approval of Line Management Training Requests

Since self-review/approval constitutes a conflict of interest, managers who are delegated authority to approve training must submit their own requests for training to the next higher level with training approval authority (SOURCE: AR 690-400, Chap 410, 3-6e; 5 CFR, Part 410, 410.302(c)).

### 4. Individual Development Plan (IDP) for Employees

Supervisors are required to complete Individual Development Plans (IDPs) for employees. The supervisor should develop the IDP in conjunction with the employee's annual appraisal. IDPs should include things such as the employee's training requirements (both formal training and on-the-job training), training dates/duration, training site, and possible vendor source(s). A sample IDP is provided for your information at the end of this guide (SOURCE: AR 690-400, Chap 410, 1-10 (6) and (8)).

### 5. Selection of Employees/Facilities for Training

The selection of employees for training must be made fairly and equitably. Managers are to ensure that selected training facilities are accessible to employees with disabilities and do not discriminate in the admission or treatment of students (SOURCE: AR 690-400, Chap 410, 3-6).

### 6. Service Obligation Agreements

A written continued service agreement is required for all non-government training that exceeds 80 hours (or such other designated period, 80 hours or less, as prescribed by the organization) and for which the Government approves payment of training costs prior to the commencement of such training. Line managers may use the standard service agreement found on the back of Copy 1 of the DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) or substitute a locally developed agreement. When costs include salary or pay and other

authorized training expenses, the length of the continued service is three times the length of the training. Managers will retain a copy of the signed agreement, and should contact their CPAC immediately if an employee fails to fulfill a continued service agreement (SOURCE: Title 5, USC, Section 4108(a)(1); AR 690-400, Chap 410, 5-7).

### 7. Training Sponsored by a Foreign Government or Organization

Any request to attend training conducted by a foreign government, international organization, foreign instrumentality, or facilities outside the continental United States must be forwarded to HQDA, OASA (M&RA), ATTN: DAPE-CPP-MP, 200 Stovall Street, Alexandria, VA 22332-0300, for approval. Fully justified requests for this type of training must be received at least 90 days prior to the requested travel and training (SOURCE: AR 690-400, Chap 410, 5-11b).

#### 8. Contract Employees Participation in Civilian Training

Contract employees are selected for their expertise in a subject area. Training for contract employees should be limited to rules, practices, procedures, and/or systems that are unique to the employing agency and essential to the performance of the contractor's assigned duties. However, the authority for training of contractors is not in training law. It is in the authority to administer contracts. Training of contractors is subject to the decision of the chief contracting official. Contract employees must pay for Federal training unless it is stated otherwise in the contract. (SOURCE: OPM Training Policy Handbook, page 40).

#### 9. Employees Participating in Formal Training Programs

Employees participating in formal programs (e.g., Interns, Veteran's Readjustment Act (VRA), Trainees) are required to complete training identified in their training plan prior to being considered qualified for a target position. Managers should be familiar with the training requirements listed in the employee's training plan and make every effort to ensure they receive the identified training within the time frames prescribed. Training plans for career program interns should be developed in accordance with the ACTEDS intern plans which are available on the Internet (<http://www.cpol.army.mil/train/acteds/index.html>). Managers unfamiliar with the requirements of a specific training program should contact their servicing CPAC for additional information.

#### 10. Training Employees for Different Occupations

Managers must use merit promotion procedures when selecting employees to attend training that is being provided to enable them to qualify for a reassignment or for promotion (SOURCE: AR 690-400, Chap 410, 3-7b).

#### 11. Training for Placement in Another Agency

Any Army employee may be trained to meet the qualification requirements of a position in another agency if the head of the agency

determines that such training would be in the interest of the Government (SOURCE: 5 USC 4103(b) and 2301).

## 12. Attendance at Conferences

Managers may approve an employee's attendance at a conference as a developmental assignment when:

- The purpose of the conference is educational;
- Most of the conference consists of planned, organized exchanges of information between presenters and audience;
- It is relevant to improving individual and/or organizational performance, and
- Developmental benefits will be derived through the employee's attendance (SOURCE: 5 CFR 410.404; AR 690-400, Chap 410, 8-1).

## 13. Authorizing Premium Pay/Overtime for Training

Premium pay or overtime may be authorized for nonexempt employees under the Fair Labor Standards Act (FLSA). Nonexempt employees are generally under the GS-11 level; nonexempt status should be noted in the position description. Managers are encouraged to rearrange employee work schedules in order to enable them to attend training without being placed in a premium pay or overtime status. Consult with your CPAC prior to approving premium pay for training (SOURCE: AR 690-400, Chap 410, 6-2; 5 USC 4107).

## 14. Military Participation in Civilian Training

Military members may participate in training intended for civilians; however, a prorated share of the training cost must be reimbursed from the proper military account (SOURCE: AR 690-400, Chap 410, 1-11b(5)).

## 15. Nonappropriated Fund (NAF) Employees

Principles and guidance in Army training regulations apply to NAF employees. DA facilities will be made available for their training if no additional appropriated funding is required. NAF-oriented training courses, maintenance of related records and reports, and other support functions will be supported by NAF funds and personnel. (SOURCE: AR 690-400, Chap 410; 1-11b(6)).

## 16. Utilization of the Army's e-Learning Program (Skillsoft)

Per HQDA Ltr 350-04-1 dated 8 January 2004

The e-Learning Program will be the Army's primary method of providing both an individual's initial IT skills as well as the subsequent maintenance of those skills. The intent of the Army program is to provide a wide range of courses for organizational and mission-related IT training requirements, as well as for an individual's personal goals. There is no cost to the individual or their organization for utilization of the Army-provided vendor courses and products.

Army organizations and MACOMs should review their current process for determining the individual IT skills required to execute their mission. They will satisfy their IT training requirements by utilizing the e-Learning Program as the best method for providing to and maintaining IT skills for their workforce. They may utilize traditional instructor-led classroom training for only those training needs that are not available through e-Learning.

Army schools must consider e-Learning when developing their IT course curricula. If applicable, school commands are authorized to sign the waiver request in accordance with the wavier process in the next paragraph.

If an Army organization has a compelling reason for not using the e-Learning Program to provide IT skills, a waiver request signed by the commander/director (SES or General Officer) must be submitted to the Army e-Learning Office, at [cbt.help2secbmail.belvoir.army.mil](mailto:cbt.help2secbmail.belvoir.army.mil). Waiver requests will be processed within three days. Appeals to the e-Learning COR Office's decision can be made to the CIO/G-6 e-Learning Director. Details for the waiver and appeal process can be found on the AKO e-Learning page under the community of practice: My Education/Army e-Learning.

To access the Army's e-Learning Program (SkillSoft), an AKO account (<http://www.us.army.mil>) is required in order to register. The student must first register online through the ATRRS Web site (<https://www.atrrs.army.mil/channels/eLearning/smartforce>). After initial registration, any member of the Army workforce may enroll for an unlimited number of courses for organizational and mission-related requirements, as well as for individual and personal goals.

## **B. Training Programs**

### 1. Long-Term Training (LTT) Program

Managers may not approve long-term, full-time training programs (over 120 calendar days). DA long-term training/educational opportunities are competitive and Headquarters, DA administers and announces them. Specific enrollment instructions for these programs are contained in the Army Civilian Training, Education and Development System (ACTEDS) Training Catalog. Look for the catalog under "ACTEDS Training catalog" on the Web at <http://www.cpol.army.mil/train/catalog/index.html>. Additionally, major Army commands (MACOMS) and local installations may have their own competitive professional development LTT programs.

Check with your MACOM or CPAC for specific information (SOURCE: AR 690-400, Chap 410, 10).

### 2. Training and Leader Development Training Programs

The Army Civilian Leadership Training Common Core consists of progressive and sequential leadership training from the entry level to the Senior Executive Service (SES). The curriculum includes mandatory training for Army civilians at each level (Intern, Supervisor, Manager, and Executive) (SOURCE: AR 690-400, Chap 410, Training, Interim Change I04; DA PAMS: 351-20 (Army Correspondence Course Program); 600-80). See <http://cpol.army.mil/permis/75.html> for additional information. The Army Correspondence Course Program is located at: [https://www.aimsrdl.atsc.army.mil/secured/accp\\_top.htm](https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm)

#### a. Mandatory Training for Interns:

##### (1) Intern Leadership Development Course (ILDC) is a five-day course

that is taught at regional sites by the Civilian Leadership Training Division of the Center for Army Leadership (CAL). This course must be completed by all centrally funded (ACTEDS) and local interns prior to graduation from the Intern Program and promotion to journeyman level positions (SOURCE: Army Message, 230800Z, Mar 80, subject: Intern Leadership Development Course).

##### (2) Action Officer Development Course (AODC) is available on-line. It requires both student and supervisor participation, and must be completed by all interns prior to graduation and by all individuals promoted/appointed to journeyman-level positions

within six months after appointment/promotion to such a position. Commanders are responsible for ensuring that Army civilians newly appointed or promoted to journeyman level positions enroll within 30 days of appointment or promotion. This requirement applies only to those employees in a two-grade interval professional and administrative job series (see Introduction to the Position Classification Standards, p. 9) (SOURCE: Army Memo, July 10, 1996, subject: Action Office Development Course).

b. Mandatory Training for Supervisors:

- (1) Supervisor Development Course (SDC) is the first phase of supervisory training, and is available online. This course must be completed by all newly appointed civilian supervisors within six months of appointment/assignment to their first supervisory position. 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. Supervisors should complete this correspondence course before enrolling in the second phase of training (SOURCE: Army Memo, November 3, 1994, subject: Mandatory New Manager's Training; Army Memo, June 29, 1993, subject: Supervisory Training Policy; Army Memo, May 29, 1992, subject: Mandatory Supervisory Training; and Army Memo, August 6, 1999, subject: Training for Team Leaders).

The Supervisory Development Course (SDC) is officially recommended training for all team leaders. It contains management and leadership training that would definitely assist a team leader in performing the duties of the position. All team leaders should be encouraged to complete this course as soon as possible after assignment to a team leader position.

- (2) Leadership Education and Development (LEAD) Course, the second phase of required training for new supervisors, is taught at or near the individual's installation. The LEAD course must be completed by new supervisors within six months after appointment to the supervisory position. Timeliness is an extremely important aspect of supervisory training. Failure to complete this mandatory training may be considered when making determinations regarding

satisfactory completion of the 1-year supervisory probationary period. The HRD advisor at your servicing CPAC will schedule, announce and coordinate LEAD courses for your installation.

c. Mandatory Training for Managers:

The Manager Development Course (MDC) is available online. This course must be completed by all newly appointed managers (at any grade) within six months of appointment to a managerial position. For purposes of this training requirement, the term “manager” means supervisors of supervisors and managers of programs, resources and/or policy (SOURCE: Army Message, 311425Z Jan 95, subject: Clarification of Guidance Concerning the New Managers Correspondence Course).

3. Additional Mandatory Training for Federal Employees

- a. Computer Security training on the employees’ role and responsibility and basic agency computer security policies and procedures. (SOURCE: OPM Training Policy Handbook, page 34).
- b. Ethics training should be provided for each new agency employee within 90 days of the date of his or her entrance on duty. Agencies must also provide new employees with a minimum of one hours of duty time to either review these materials or receive ethics training (SOURCE: OPM Training Policy Handbook, page 35).
- c. Prevention of Sexual Harassment (POSH) (SOURCE: AR 600-20, Chap 7)
- d. Subversion and Espionage Directed Against the U.S. Army (SAEDA) (SOURCE: AR 381-12).

4. Non-Mandatory Common Core Leadership Training

These courses were designed to train and develop the Army's managers and executives, and attendance is highly recommended for GS-12s and above.

- a. The Sustaining Base Leadership and Management (SBLM) Program, Army Management Staff College (AMSC), is a 12-week resident or a 1-year non-resident program that is filled by HQDA Selection Boards through an Army-wide competitive process. The college is located at Ft Belvoir, VA, and the curriculum is designed to prepare individuals with high potential for advancement to leadership positions in the Army’s sustaining base. The SBLM is the sustaining base equivalent to the Command and General Staff Officer's Course.
- b. Organizational Leadership for Executives (OLE) is a two-week experiential learning course presented by the Civilian Leadership

Training Division of CAL in Kansas City, MO, as well as regionally. This course constitutes the second phase of new manager training and should be preceded by completion of the Manager Development Course (MDC), which is mandatory.

- c. Personnel Management for Executives I (PME I) is a nine-day resident non-traditional course of instruction presented at two regional sites (Fort Belvoir, VA, and the Kansas City, MO area). These conferences are open to all managers/supervisors at grade GS-13 and above and are designed to help participants find better ways of dealing with management problems for which there are no stereotypical solutions. Applicants should be graduates of the OLE course.
- d. Personnel Management for Executives II (PME II) is a five-day resident course presented at Fort Belvoir, VA, and in the Kansas City, MO, area. It explores the various dimensions of leadership and human resource management that are primary concerns of Army and DoD executives. Attendance at PME I is a prerequisite.

5. Student Career Experience Program (SCEP) Employees

The SCEP is a program that provides experience directly related to the student's education program and career goals. SCEP replaces the Cooperative Education Program (COOP). Agreements developed provide for a schedule of periods of attendance at an accredited school combined with periods of career-related work in a Federal agency. Line Managers may pay all, part, or none of the training expenses for students hired under the SCEP (SOURCE: 5 USC Chap 41):

- a. Tuition and matriculation fees;
- b. Library and laboratory services;
- c. Materials and supplies;
- d. Books (purchase or rental; and
- e. Other services directly related to training, including travel and transportation expenses from duty stations and schools and between work experiences and study (SOURCE: 5 USC Part 4109 (a)(2)(B))

**C. Funding Information**

1. Purchasing Guidelines

Training may be authorized and certified by managers provided the training is regularly scheduled, open to the public, and the price does not exceed that charged to other accepted students. Training which costs less than \$25,000 does not have to be submitted to a contracting officer; it can be paid with the Government IMPAC credit card. Authorization and certification of training is done on the DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement). Payment for all commercial training must be made using the Government purchase card. Consistent with requirements of SOP H02 (Develop Annual Training Plans) and H03 (Regional Training Process), the SC CPOC will maintain required documentation for locally presented courses arranged through SC CPOC (regional training), demonstrating that a competitive selection process was used for any training that exceeds \$2,500. It is not necessary to use a competitive process when selecting training that is “no cost,” on the General Services Administration (GSA) schedule, or less than \$2,500 (SOURCE: AR 690-400, Chap 410, 3-6i).

## 2. Advance Payment of Training Expenses

Advance payment of tuition and other expenses is authorized either when the training facility renders or refuses to render a billing, or advance payment is indicated in Section G on the DD Form 1556 (SOURCE: DOD Financial Management Regulation, Vol 10, Chap 12). Most training suppliers will invoice your organization upon completion of the training. In cases where the vendor requires advance payment, the training may be purchased using a Government IMPAC credit card or using the alternate payment procedures found in section 47 of copy 6 of the DD Form 1556. Advance payment requests using the alternative payment procedures should be prepared and forwarded to the appropriate finance office (check with servicing finance office on required minimum time period) prior to the commencement of the training.

## 3. Payment of Expenses to Obtain Professional Credentials

Public Law (PL) 107-107, Sec. 1112, 28 Dec 01, states:

- a. An agency may use appropriated funds or funds otherwise available to the agency to pay for:
  - (1) expenses for employees to obtain professional credentials, including expenses for professional accreditation, State-imposed and professional licenses, and professional certification; and
  - (2) examinations to obtain such credentials.
- b. The authority under **a.** above may not be exercised on behalf of any

employee occupying or seeking to qualify for appointment to any position that is excepted from the competitive service because of the confidential, policy-determining, policy-making, or policy-advocating character of the position.

#### 4. Training for Academic Degrees

For Army, payment for academic degree training can be approved by DA only if it is part of an appropriate Army Civilian Training, Education and Development System (ACTEDS) plan, Defense Leadership and Management Program (DLAMP), Army Acquisition Career Development plan, or other Army approved competitive leader/management development program. While payment for academic degree training is generally prohibited, individual college courses may be approved on a case-by-case basis if they assist the agency in achieving mission and/or performance goals (SOURCE: AR 690-400, Chap 410, 5-3d; 5 CFR 410.309).

#### 5. University Training Program

The Competitive Professional Development program for University Training is available to all CP-10 employees in the grades of GS-11 and above. Eligible employees who are pursuing a college education are strongly encouraged to apply for this program. The program description and application procedures can be found in the Army Civilian Training, Education and Development System (ACTEDS) catalog at <http://www.cpol.army.mil/train/catalog/ch03cp10.html>.

#### 6. Payment for Books or Reference Materials

Managers may authorize reimbursement for all or part of the cost of books or reference materials required to successfully complete training. Training materials paid for by the organization may be retained by either the organization or the employee. Each organization is encouraged to develop internal policies outlining what types of materials will and will not be reimbursed (SOURCE: AR 690-400, Chap 410, 6-3).

#### 7. Funding of Equipment for Training

Managers may approve the purchase of items or equipment, such as calculators or laptop computers, that are required to successfully complete training. However, a determination that such items are not available within the individual's organization for temporary loan during the training period must be documented by the approving official prior to purchase. Items purchased under this authority are government property and must be

delivered to the organization upon completion of training and placed under appropriate property accountability controls (SOURCE: AR 690-400, Chap 410, 6-3).

#### 8. Receipt of Awards or Items of Value in Connection with Training

Employees receiving training in non-Government facilities may be authorized to accept grants or contributions to defray expenses incident to the training. Acceptance may be authorized only when the contribution is appropriate to meet reasonable expenses associated with the training. Acceptance should not be authorized when it would place the recipient under improper obligation to the provider or create the appearance of a conflict of interest. Contributions may be accepted from organizations determined to be exempt from taxation. Items may not be accepted as a reward for services given the organization prior, during, or after the training or meeting (SOURCE: AR 690-400, Chap 410, 7).

#### 9. Restricted Training Contained in Public Law 106-58

Expenditures of Federal funds on training that is offensive to Federal employees and unnecessary in the execution of their official duties are prohibited. It is not intended to prohibit training that is necessary for Federal workers to effectively complete their assigned duties. Funds will **not** be expended for employee training that:

- a. Does not meet identified needs for knowledge, skills, and abilities bearing directly upon the performance of official duties.
- b. Contains elements likely to induce high levels of emotional response or psychological stress in some participants.
- c. Does not require prior employee notification of the content and methods to be used in the training and written end-of-course evaluations.
- d. Contains any methods of content associated with religious or quasi-religious belief systems or “new age” belief systems as defined in Equal Employment Opportunity Commission Notice N-915.022, September 2, 1988.
- e. Is offensive to, or designed to change participants’ personal values or lifestyle outside the workplace. (Includes content related to human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS) other than that necessary to make employees more aware

of the medical ramifications of HIV/AIDS and the workplace rights of HIV positive employees.) (SOURCE: Public Law 106-58, Section 625 and EEOC Notice N-915-022).

#### 10. Training Substitutions/Changes/Withdrawals by Student

Course substitutions/changes/withdrawals must have the consent of the approving official in advance and the activity training coordinator must be notified immediately. Employees requesting tuition assistance for college credit courses are required to enroll for credit and complete all course work satisfactorily. Employees who switch to audit without proper approval will be required to reimburse the cost of the training. A sample notification form is located on page 25 of this guide.

#### Additional Resources and Training Information:

The best source of information for questions not answered in the guide is your servicing Civilian Personnel Advisory Center (CPAC). Your servicing CPAC can answer many of your basic human resources development questions and offers a variety of advisory and support services. Additional regulatory information can be obtained from the following sources:

[Department of Army Regulation 690-400, Chapter 410](#)

[Executive Order 11348](#)

Government Employees Training Act (GETA) as amended in 1994

[Title 5, United States Code \(Chapter 41\)](#)

[Title 5, Code of Federal Regulations \(Part 410\)](#)

OPM Training Policy Handbook

## DELEGATION OF AUTHORITY CERTIFICATION

I certify that I have received guidance (e.g., briefing, self-study, training) on my responsibilities as a Manager with Delegated Authority to Approve Government and Short-Term Non-Government Facilities Training.

I agree to abide by the training regulation and laws.

I understand that I am authorized to sign Blocks 33, 34, and 38 of DD Forms 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement, on behalf of the Commander.

---

SIGNATURE

DATE

---

TYPED NAME

TITLE

---

OFFICE ADDRESS

PHONE NUMBER

I verify that the above individual is certified and authorized to approve short-term training (120 days or less), except for costs associated with college/university courses.

---

CPAC REPRESENTATIVE

DATE

**SAMPLE**

**COMMANDER'S DELEGATION MEMORANDUM**

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Training and Development of Civilian Employees

1. Rapid turnover rates in personnel and technological and managerial advances make training and development of our civilian employees an absolute necessity. It is the only way we can keep abreast of changes and meet the challenges of the future. Effective and timely job-essential training is vital to our mission. Only through proper training and development can we be sure our work force is fully equipped to perform its duties.

2. Civilian training and development is a major concern of mine and a primary responsibility of all supervisors and managers (SOURCE: 5 CFR 410.203; Executive Order 11348). They must:

- a. Realistically assess employee training needs as part of the annual performance appraisal.
- b. Judiciously program funds to accomplish planned training and development within prescribed budget limitations.
- c. Provide effective, economical training, making maximum use of on-post and other government sources before scheduling employees for off-post, non-government courses.
- d. Properly plan and distribute workload in order to release employees for scheduled training. Cancellations of allocated quotas must be avoided to the maximum extent possible.

3. Authority to approve training for civilian employees is delegated to Directors/Office Chiefs within this Command, with the following restrictions:

- a. Training in excess of 120 consecutive hours will be approved by the Chief of Staff.
- b. College credit courses for employees in the Student Career Experience Program will be approved only after coordination with the Civilian Personnel Advisory Center (CPAC).
- c. I will retain approval authority for all full-time training for one semester or more.
- d. OCONUS training must be approved by DA.

4. Training requests which must be approved during the absence of the Director/Office Chief will be forwarded to the Chief of Staff for approval. Those to whom this approval authority is delegated must be trained and certified by the CPAC. The training provided by the CPAC addresses legal and regulatory requirements, restrictions, and procedures.

5. Employees in need of training will receive equal opportunity to participate in courses without regard to race, color, religion, sex, national origin, age, political affiliation, marital status, physical or mental handicap, or membership or nonmembership in an employee organization.

6. Enclosure 1 addresses regulatory restrictions and internal organizational policy. All supervisors and employees should review this enclosure; questions should be addressed to the Command Military and Civilian Personnel Management Division or to the Civilian Personnel Advisory Center.

Incl

Major General, USA  
Commanding

DISTRIBUTION:

1 ea civilian employee

## SAMPLE

### **TRAINING POLICY STATEMENT CIVILIAN EMPLOYEE TRAINING**

#### 1. Regulatory Restrictions:

- a. Training is not a right or a fringe benefit of employees; it is part of the work situation and a responsibility of management to determine what training is needed by each employee.
- b. Merit promotion program provisions will be followed when selecting employees for training intended primarily to qualify them for promotion.
- c. Employees are required to satisfactorily complete courses approved on DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement. Failure to do so may require employees to reimburse the costs of the training (other than salary). Prior to approval of training, supervisors and employees should give due consideration to workload, overtime and TDY requirements. Course content and prerequisites should also be reviewed.
- d. Employees are required to complete copy 9 of the DD Form 1556 to evaluate training. The completed evaluation should be submitted to the approving official.
- e. Training outside the continental United States (OCONUS) can only be approved by HQDA. This approval is in addition to, and separate from, OCONUS travel approval. Likewise, training to be conducted in the continental United States by a foreign source must also be approved by HQDA.
- f. Employees may not accept financial aid from outside sources (i.e., grants, scholarships, contributions, Veterans Administration benefits) without proper approval. Check with your activity training coordinator or the CPAC for further guidance.
- g. Approval of premium pay, overtime, or compensatory time for training purposes is usually restricted. Contact the CPAC for clarification.
- h. Training conducted through a non-government facility must always be approved in advance. Employees who enroll in a non-government training course without prior written approval are personally responsible for the total training cost.
- i. Instances of TDY for training purposes which exceed 30 calendar days are subject to a reduced per diem rate (55% of maximum amount authorized for the TDY site).

j. When authorizing training through non-government facilities, supervisors:

(1) Will pay all authorized costs (salary, tuition, fees, travel, per diem, books, supplies) for training which employees are directed to take to bring their performance up to an acceptable level (i.e., performance improvement plan).

(2) May pay all costs authorized in 2a. below for justified training, i.e. mission-related training/career development training.

k. Except as outlined in the next paragraph, it is not permissible to approve training for the sole purpose of providing a degree. For that reason, each non-government training request must clearly show mission relationship and benefit to the government. Justification should address two questions, "Why does the employee need the training?" and "How will the employee apply the information learned to the job?" A statement that training is "job related" or "on IDP" is not sufficient. Nor is a reiteration of course content, without an explanation of how it will be applied to the job.

l. Exceptions to the preceding paragraph may be granted if necessary to assist in the recruitment or retention of employees in occupations in which there are existing or anticipated shortages of qualified personnel, especially in those with critical skills. In that DOD has placed some restrictions on the use of this authority, and because of detailed reporting requirements, it is imperative that such actions be closely coordinated with the CPAC.

m. License/Certification - Public Law (PL) 107-107, Sec. 1112, 28 Dec 01, states:

(1) An agency may use appropriated funds or funds otherwise available to the agency to pay for:

(a) expenses for employees to obtain professional credentials, including expenses for professional accreditation, State-imposed and professional licenses, and professional certification; and

(b) examinations to obtain such credentials.

(2) The authority under (a) above may not be exercised on behalf of any employee occupying or seeking to qualify for appointment to any position that is excepted from the competitive service because of the confidential, policy-determining, policy-making, or policy-advocating character of the position.

## 2. Organizational Policy:

a. When training is justified, the following expenses may be paid within funding limitations:

- Tuition
- Fees required for course enrollment, except as restricted by para 2c
- Books required for the training
- Travel expense, except as limited by paragraph 2d
- Per diem except as limited by paragraph 2e

b. Nominating and approving officials have a responsibility to be prudent stewards of taxpayer funds and should select the most cost-effective training. Usually an English Composition course is cheaper through a local community college than through a private four-year college. Course locations should be considered and the least expensive one selected.

c. One-time application fees for admission to a college or university will be the employee's responsibility. Campus parking fees are also an individual expense.

d. Employees taking college credit courses will be responsible for their own travel expenses. Exceptions must be documented on the DD Form 1556.

e. Per diem will not be authorized for training courses conducted at locations within commuting distance of the employee's home, unless warranted by special circumstances. Exceptions must be documented on the DD Form 1556.

f. Off-post college credit courses will normally be taken after duty hours due to significant down time required for travel and class attendance. Exceptions will be considered when needed training is not available during non-duty hours. Exceptions must be documented on the DD Form 1556.

g. Employees may be permitted to participate in on-post college credit courses offered during duty hours if it is mission-related training with no charge to leave or loss of pay and provided the DD Form 1556 is processed through proper channels and approved prior to the course start date. If training is not mission related and taken at employee's personal expense, the employee may request and supervisors may approve a change in the individual's tour of duty. Changing the tour of duty will not be a basis for overtime compensation or night differential. Supervisors should contact the CPAC to be sure the change in the tour of duty is in accordance with applicable regulations and/or negotiated agreements. A change in tour of duty still requires the employee to work 80 hours per pay period, but permits a deviation from the normal tour of duty. It is not appropriate for supervisors to excuse employees for 59 minutes to attend these courses. Flexibility for attendance will be determined by management in consideration of workload and mission accomplishment.

h. Course substitutions/changes/withdrawals must have the consent of the approving official in advance and the activity training coordinator must be notified immediately. Employees requesting tuition assistance for college credit courses are required to enroll for credit and complete all course work satisfactorily. Employees who switch to audit without proper approval will be required to reimburse the cost of the training.

**SAMPLE**

**NOTICE OF COURSE CHANGE, CANCELLATION OR FAILURE TO COMPLETE**

1. I need to inform you of the following action regarding training approved on the attached DD Form 1556.

- a. I did not register for reason stated in para 4.
- b. I registered but cancelled/changed course for reason stated in para 4.
- c. After starting the course, I withdrew for reason stated in para 4; official withdrawal form (showing date of action) is attached.
- d. I failed to satisfactorily complete for reason stated in para 4.
- e. Other - explain:

2. Cost to government (this item MUST be completed):

- a. Government will not be billed: funds should be deobligated.
- b. Government will be billed \$\_\_\_\_\_ (show estimated cost to government).

3. Anytime there is a cost to the government for cancellation, withdrawal or failure, employee must provide explanation and supervisor must recommend whether employee should be required to reimburse the costs of the training. If extenuating circumstances (e.g., extensive overtime, TDY or illness) caused the cancellation, withdrawal, or failure, these circumstances must be specifically stated in supervisor's comment and must be documented by time records. Waiver of reimbursement must NOT result in fraud, waste or abuse of government funds.

4. EMPLOYEE'S EXPLANATION/COMMENT:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

5. SUPERVISOR'S COMMENT/RECOMMENDATION:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

6. APPROVING OFFICIAL'S DECISION:

- a. Course change:  Concur  Nonconcur
- b. Withdrawal, switch to audit, or failure to satisfactorily complete:
  - No cost to government, therefore no action necessary.
  - Employee must reimburse government.
  - Reimbursement waived; does not involve fraud, waste or abuse of government funds.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## TRAINING APPROVAL CHECKLIST

Managers are encouraged to review the following checklist prior to approving training requests. The checklist is designed to help identify areas where regulatory guidance may apply to specific requests prior to certification. The correct decision concerning the approval of training equates to **the proper use of Government funds**.

As approving official for this training, I assure that:

1. All employees are considered fairly and equitably for needed training, without discrimination because of race, religion, sex, national origin, age, ethnicity, marital, handicapped status or other factors unrelated to the training.
2. Employee meets the prerequisites for the training.
3. The training is approved **prior** to the course start date. Retroactive approval is not authorized.
4. Training is not taken solely to get an academic degree, unless such an opportunity is part of a planned, systematic, and coordinated program of professional development endorsed by the Department of Defense. In addition, academic degrees can be funded when it will aid in the recruitment and retention of employees in occupations that the Government has or expects a shortage of qualified personnel.
5. The payment of expenses to obtain professional credentials meets the criteria set forth in Public Law 107-107, Sec. 1112.
6. The selected training is the most timely and economical training that effectively fulfills the identified training need. The justification is appropriate and related to the mission of the organization. This course will develop the employee's mission-related competence or support a planned career assignment. This training is not requested to qualify the employee for a promotion to a higher level.
7. Budget Officials have certified the availability and obligated the Appropriate Funds for this training **PRIOR** to start of training.
8. The authorization of premium pay or overtime status for training has been determined prior to the start of training. (Consult with your CPAC prior to approving premium pay for training.)
9. The employee has one year or more of current civilian federal service. If the employee is temporary or has less than 1 year of continuous service, I have investigated the circumstances and have determined that this training is short-term, low-cost training needed for performance of the employee's duties, and that the training may not be postponed without adverse mission impact.

10. Tuition, registration, and laboratory fees are the only direct costs authorized for academic courses. Reimbursement for purchase of reference materials, items or equipment will be in accordance with installation/organizational policies.
11. A written Continued Service Agreement is signed and filed for non-Government training exceeding 80 hours (or such other designated period, 80 hours or less, as prescribed by the agency) and for which the Government approves payment of training costs prior to the commencement of such training. The length of the continued service will be at least three times the length of the training.
12. This training is not a long-term, full-time training program (over 120 days). Long-term training/educational opportunities are competitive, and normally Headquarters, DA administers these programs.
13. Training will be conducted within CONUS unless HQDA approved. (This restriction does not apply to personnel permanently stationed outside CONUS attending training at/near work site.)
14. Expenditure of Federal funds is not for training that is offensive to Federal employees and unnecessary in the execution of their official duties.
15. The training vendor/facility does not discriminate based on race, color, religion, ethnicity, national origin, age, sex, marital or handicapped status to the best of my knowledge.
16. I will personally verify that the employee completes approved training.
17. Evaluations for completed training will be completed.
18. All required documents will be maintained in the office training files (e.g., approved DD Form 1556, Continued Service Agreement, Completion of Course Evaluation).
19. A hard copy file will be maintained on vendor information (course description, cost, schedule information). (Vendor announcements/brochures will meet this requirement.)

**(SAMPLE) INDIVIDUAL DEVELOPMENT PLAN**

<b>CPAC/INSTALLATION TRAINING NEEDS ASSESSMENT WORKSHEET/IDP</b>				
This worksheet is provided to assist you in identifying your training requirements. We recommend coordination with your supervisor. Please complete and return to HRDD.				
NAME/SSN:		Division/Branch		
POSITION TITLE/GRADE		LEVEL OF KNOWLEDGE/SKILL.		
COMPETENCIES REQUIRED IN CURRENT POSITION		Competent/Needs Training		
TRAINING NEEDS IDENTIFIED				
COURSE TITLE	PRIORITY	SOURCE	DATE	TUITION
OTHER DEVELOPMENTAL ACTIVITIES/COLLEGE COURSES		Source	DATE	TUITION
Employee Signature		Supervisor Signature		

