



DEPARTMENT OF THE NAVY
NAVAL TRAINING CENTER
2701 SHERIDAN ROAD
GREAT LAKES, ILLINOIS 60088-5001

NTCGLAKESINST 12410.8A
HRO-PEN

APR 27 1995

NTC GREAT LAKES (COMPLEX³) INSTRUCTION 12410.8A

From: Commander Naval Training Center, Great Lakes

Subj: Employee Development

Ref: (a) CPI 410

Encl: (1) Non-Government Training
(2) Payment for Training
(3) Required Training

1. Purpose. This instruction establishes uniform general training policies, procedures, and objectives for all activities serviced by the Human Resources Office Pensacola (HRO-PEN), Great Lakes Service Center (GLSC), and covers training and developmental activities planned to address immediate and long-range organizational and individual needs. Enclosures (1), (2) and (3) cover specific procedural requirements for non-government training, payment for training, and required training.

2. Cancellation. NTCGLAKESINST 12410.8. This instruction has been substantially revised and should be reviewed in its entirety.

3. Policy

a. It is Department of Navy (DoN) policy, consistent with Department of Defense (DoD) policy, that training shall be provided to improve employee performance and organizational productivity and to contribute to organizational economy, efficiency, and the attainment of mission goals and objectives. Employees will be encouraged to pursue self-development activities consistent with work requirements and priorities. Training needs shall be periodically reviewed (at least annually) and modern training practices and techniques aggressively used to raise the level of employee performance and to meet present and anticipated needs for administrative, technical, professional, and managerial skills.

b. Training programs, at a minimum, should:

(1) be directed at a job/task(s) an employee is presently doing or can be reasonably expected to do in the future;

(2) be a learning process in which the participants take an active rather than passive role;

APR 27 1995

(3) measure, where feasible, the extent to which the participants acquired the major skills and knowledge conveyed through training; and

(4) improve use of skills/knowledge learned, resulting in increased productivity or cost savings.

c. Training under the law may be full-time or part-time, on or off-duty, day or evening, or any necessary combination of these. It may be given by the agency itself, another Government agency, an educational institution, a manufacturer, a professional association, or by other competent persons or groups in or out of Government. It may be accomplished through correspondence, classroom work, conferences, workshops, supervised practice, or other methods or combination of methods. Agencies may pay all or any part of the expenses of authorized training. Payment may be made directly to the training facility, or the employee being trained may be reimbursed for the training expense.

4. Coverage

a. Civilian Employees. Coverage includes all civilian employees of activities whose servicing agreements with the HRO-PEN provide for the GLSC to assume the responsibility for their training function. Temporary and intermittent employees are eligible to attend training in non-government facilities only when critically needed skills can be obtained for less cost through such training. Appropriate records of such instances are to be maintained at the activity level. Special limitations and requirements are imposed for civilian employees paid from non-appropriated funds.

b. Military. Participation by military personnel in career education and training by, in, or through non-government facilities must be approved and funded under appropriate military training authorities. As provided by paragraph 1-14 of reference (a), military personnel may participate in appropriate civilian training programs when they:

- (1) directly or indirectly supervise civilian employees;
- (2) are assigned to perform essentially civilian duties for an extended period of time (at least 30 days), and for which there is no comparable military training available; or
- (3) are officially assigned to regularly scheduled, on site civilian training courses at no additional cost to the Government. Attendance by military personnel at non-supervisory (civilian) training courses must be on a space-available basis only. Civilian employees shall not be displaced from attending civilian training courses by a military member.

5. Responsibilities

a. Activity heads shall:

(1) issue implementing policies, plans, and programs and provide adequate financial and staff resources;

(2) ensure the required analysis, development, planning, and review/evaluation of training, (including specialized training needs) takes place;

(3) ensure that employees participate in (a) required training, and (b) training for which they have been nominated.

b. It is recommended that each activity head establish a training committee, made up of key line and staff personnel, which meets regularly to consider overall activity planning, coordinating, and to evaluate local training and development policies of the organization. In addition, an activity training representative should be appointed to be responsible for the management of the activity's training program, and to act as a liaison between the activity and the GLSC. The activity head must ensure that, at a minimum, the following items are accomplished by the activity training representative/committee:

(1) All levels of management continuously review and analyze current employee capability and anticipated manpower resources in comparison with existing and conceivable future mission requirements in order to maintain an effective work force (rate of employee turnover should be taken into account).

(2) The minimum requirement for the annual activity training plan is an annual determination of training needs and anticipated costs necessary to accomplish organizational objectives. Activities, through their command, may develop and use annual activity training plan formats which meet the needs of the activity.

(3) A system/procedure exists for reviewing/approving employee training requests.

(4) A system exists for accurate record-keeping as to the completion/non-completion of courses.

c. Supervisors and managers are inherently responsible and accountable for ensuring that their subordinates possess the competencies to perform their duties efficiently and effectively. Accordingly, they are to make adequate resources available to execute proper employee training and career development programs. As supervisors, they are responsible for initiating and conducting a training needs assessment for each subordinate employee at least annually. It is suggested that individual

training needs be determined in conjunction with applicable performance appraisal cycles. Individual Development Plans (IDPs) are required only for probationary supervisors, career program interns, and persons in special employment programs, persons in cooperative education programs, employees under special training agreements, and senior executive service personnel. There is no single mandated IDP form.

d. GLSC ensures that all required training actions prescribed in this instruction and all other applicable provisions of related training regulations and laws are complied with by serviced organizations.

6. Procedures. The procedures described below are applicable to all activities provided employee development services by the GLSC. All training, professional or administrative, in government or non-government facilities must be requested, prepared and reported through the use of the Request, Authorization, Agreement, Certificate of Training and Reimbursement form (DD-1556).

a. The DD-1556 is prepared at the activity level and is forwarded to the originating supervisor for signature, authorizing official's approval and fiscal officer approval. After the first-level supervisor, fiscal officer, and authorizing official have signed the form, the form should be sent directly to GLSC for review and certification. Certification cannot be given by GLSC unless all legal requirements are met.

b. DD-1556 will be submitted for all full and part-time civilian employees as well as those military personnel who supervise civilians who receive training one hour or more in duration that is funded, sponsored, or authorized by the activity head. Expenditures of funds need not be involved.

c. The head of the initiating unit should originate the form well in advance of the start of the requested training by completing sections A, B, and C. Section D will be used for approval by the immediate supervisor and for certification by the GLSC that the nominee meets required prerequisites and that the proposed training is in accordance with regulatory requirements. Section E requires certification of approval or disapproval by the authorized approving official of the originating activity. Section F provides for certification of training completion and verification of the training costs. The applicable remaining parts of the form must be completed and distribution made in accordance with instructions on the form.

d. Approval of training is required prior to enrolling in or making any commitment for training. A copy of the approval form shall be retained for review and inspection purposes or until the completed training incident becomes a part of the annual training

NTCGLAKESINST 12410.8A

APR 27 1995

report and is entered on the employee's permanent cumulative record of training. Activities are responsible for notifying GLSC of all completed training (outside of GLSC sponsored training) by submitting a certificate of completion of training or a copy of the DD-1556 with item 30 completed by the training vendor.


J. B. SANDKNOP
Chief of Staff

Distribution:
NTCGLAKESINST 5216.5M
LISTS I & V
HRO-PEN (20)

APR 27 1995

NON-GOVERNMENT TRAINING

1. Authority. An activity head is authorized to enter into agreement or to make other appropriate arrangements for the training of employees of the activity by, in, or through non-government facilities (NOGOFAC) in accordance with the law, DoN, DoD, and OPM regulations.
2. Policy. It is the DoN policy to make maximum use of internal training and development facilities and capabilities before supplementing them with other government facilities (interagency) and NOGOFAC. The capabilities, facilities, and resources available at the local level shall be given first consideration. Maximum feasible joint use shall be made of training facilities of DoN, including service schools, and other components of DoD. When training needs cannot be met within the DoN or through intra-agency resources, the facilities and services of OPM and other government agencies may be used to the extent of their availability and suitability to the activity's objectives.
3. Determination of Need to Use NOGOFAC. Before authorizing training by, in, or through NOGOFAC, an activity must determine the conditions described in subparagraphs a and b below have been met.
 - a. The activity must have given consideration to the existing or reasonably foreseeable availability and use of fully trained employees to meet the activity's need. This means the activity must take appropriate steps to ensure persons who are in its employ at the time the training is to be authorized, and who possess at that time, or will possess in the reasonably foreseeable future, the knowledges and skills needed by the activity, would not be available to meet that need.
 - b. The activity must have determined adequate training is not reasonably available within the government to meet the activity's need. The activity would ordinarily determine training within government is not reasonably available when:
 - (1) Existing programs within its own organization will not adequately meet the need; new programs cannot be established in time to meet the need effectively; and reasonable inquiry has failed to disclose the availability of suitable and adequate programs elsewhere in government; or
 - (2) Use of government facilities would be more expensive (because of distance, time, or other factors) than would use of NOGOFAC.
4. Agreement to Continue in Service. Before an employee is assigned to training in excess of 80 hours in a NOGOFAC, under the law, he/she must be informed of the conditions and

APR 27 1995

obligations, and agree, in writing, to continue in the employ of his/her activity for an appropriate period of time.

a. Computing Length of Continued Service. When an employee receives pay from his/her agency during a period of training, as well as some or all of the additional expenses incurred in his/her training, the minimum period of time he/she must agree to continue in the service of his/her activity after completion of his/her training is three times the period of his/her training. Generally, when the Navy pays only additional expenses, the period of obligated service is one month or period equal to the length of the training period, whichever is the greater.

b. Failure to Fulfill Service Agreement. Unless repayment is waived, either in whole or in part, an employee who fails to fulfill his/her continued service agreement is required to pay the government a sum equal to the additional expenses incident to the training, exclusive of his/her pay. When repayment cannot be obtained directly from the employee, action is to be taken to recover the funds from any pay, retirement credit, or other amount due the employee from the government. Failing collection through these means, agencies are expected to use other suitable methods provided by law for recovery of funds due the government.

PAYMENT FOR TRAINING

1. Authority. Attendance by civilian employees at training in Government and non-government facilities (NOGOFAC) is authorized generally under 5 U.S.C. 4104-4109. Training (on-duty) is always considered a temporary duty assignment and payment of expenses is authorized in accordance with Joint Travel Regulations (JTR) and with the Navy Comptroller (NAVCOMPT) Manual. The activity will pay the salary of employees attending agency-approved training during their normal work hours. Training outside hours of duty will be paid in accordance with the Fair Labor Standards Act (FSLA).

2. Policy

a. The head of each activity is authorized to determine training expenses that are entitled to funding support. This decision is to be guided by the principles of equity, priority of the need (mission/job-relatedness), and sound fiscal management.

b. The activity will pay all costs of approved training through government and non-government facilities and will advise each employee approved for training prior to enrollment as to the method of payment and the portion of the training expenses to be paid by the agency.

3. Pay. Activity heads will establish and enforce policies and procedures necessary to protect the Government's interests when the employee fails to complete training for which the activity paid the expenses.

4. Expenses Other Than Employee's Pay. The expenses that may be approved by activity heads for civilian employees selected for training assignments are summarized below:

a. Travel to and from the training assignment.

b. Subsistence (including per diem while traveling to and from the training assignment).

(1) Training assignments of 30 calendar days or less. The activity head may pay actual subsistence expenses, or if agreed to by the employee, a portion of those expenses.

(2) Training assignments lasting more than 30 calendar days.

(a) Fifty-five percent of the full per diem rate, or if in a designated high-rate geographical area, 55 percent of the allowed maximum daily rate.

(b) All or part of the actual subsistence expenses

APR 27 1995

may be paid. Each approval of actual expenses is to be documented as to reason, such as unavailability of adequate lower-priced lodging.

(3) Per diem is not payable for training in the vicinity of an employee's permanent duty station.

c. Transportation Costs. Transportation of immediate family, household goods, and personal effects, packing, crating, temporary storage, drayage, and unpacking may be paid. Questions in this area should be directed to the GLSC.

d. Fees, Services, and Facilities

(1) Tuition and matriculation fees.

(2) Library and laboratory services.

(3) Purchase or rental of books, materials, and supplies.

(4) Membership fees directly related to (and which are a condition for undertaking) the training.

5. Protection of Government's Interests. Activity heads are held accountable for establishing and enforcing policies and procedures necessary to protect the government's interest. Employees attending either non-government or government training facilities may be disciplined by the supervisor and/or activity head for failure to complete a training assignment. Supervisors are to work through the GLSC to obtain procedural and regulatory guidance prior to undertaking disciplinary actions pertaining to training.

6. Certification for Payment and Use of DD Form 1556 as an Obligating Document

a. The DD Form 1556 is the form authorized for use by DoN activities as an obligating document for training through a government or non-government training facility.

b. Activity Employee Development Officers (EDOs) or designated officials at activities are to ensure that all approved DD Form 1556s are in compliance with regulation. Training may not take place until all certification and approval signatures are obtained.

APR 27 1995

REQUIRED TRAINING

1. Policy. Laws and/or regulations which initiate or change programs affecting federal employees also often require employees covered by those programs to receive specific kinds of training. Major claimants, headquarters organizations, and activities may also prescribe training. In addition, formal career and training programs mandate certain training.

2. New Employee Orientation (NEOP). A new employee orientation, conducted by GLSC, will be given to all new employees within 90 days after their appointment. It will cover such items as personnel policies, practices and procedures overview, a safety orientation, prevention of sexual harassment, integrity and efficiency, equal employment, and an overview to the mission of Great Lakes Naval Base.

3. Safety and Health. Each activity shall maintain a continuing educational campaign to help all employees avoid and prevent accidents and to show them precautionary measures which can be taken to safeguard their health while on the job. Annual safety training is required for all civilian supervisors and military supervisors of civilian employees.

4. Equal Employment Opportunity (EEO). Annual EEO training is required for all civilian supervisors and military supervisors of civilian employees.

5. Standards of Conduct/Integrity and Efficiency. NTC Great Lakes Instruction 5430.1(Series) requires that all personnel attend integrity and efficiency training.

6. Prevention of Sexual Harassment. Required for all employees.

7. Computer Security Training. Required for all employees who are responsible for the management and use of computer systems which process sensitive information.

8. HIV-AIDS Training. Required for all employees.

9. Supervisory Training

a. Developmental needs of newly selected supervisors in the Department of the Navy shall be identified and documented on an individual development plan (IDP) by the new supervisor and his or her immediate supervisor within 45 calendar days following assignment to the supervisory position. The core competencies listed below which reflect key supervisory tasks performed by all supervisors, regardless of organization, are the minimum competencies required of all first-line supervisors. Performance

APR 27 1995

standards for new supervisors should reflect those competencies to be acquired.

b. DoN Supervisory Competencies and Training

(1) General Competency Area: Personnel Management Skills to be completed within the first six (6) months of assuming supervisory duties.

(a) Develop subordinate staff and appraise their performance.

(b) Apply safety and security procedures.

(c) Apply local and DoN personnel and EEO policies and practices.

(2) Communications Skills: To be completed within probationary period.

(a) Coach and counsel subordinates.

(b) Give and receive feedback constructively.

(c) Recognize and overcome barriers to effective communications.

(d) Motivate subordinates.

(e) Manage conflict.

(f) Interact effectively with peers and other levels of management.

(g) Delegate work

(3) Basic Management Skills: To be completed within 15 months of assuming supervisory duties.

(a) Plan and organize work.

(b) Solve problems and make timely decisions.

(c) Acquire and administer material and financial resources.

(d) Monitor and evaluate programs and results.

10. Incumbent Supervisors. Incumbent supervisors who have been in their supervisory positions for more than a year need not be retrained in the core competencies unless their immediate

APR 27 1995

supervisor considers such training necessary. However, commands and/or activities shall provide supervisors with training and development opportunities annually to maintain supervisory skills and techniques and to develop their managerial skills for higher level duties. Such opportunities may include a variety of developmental strategies such as rotational assignments, managerial or supervisory reading programs, and attendance at professional meetings.

11. Executive Career Development. All federal activities are required to identify both their executive positions and the skills and knowledges needed for these positions. In addition, activities should also identify potential managers now serving in nonsupervisory positions. GLSC, will assist in providing local activities an executive career development program that will meet local activity needs.

12. Drug-Free Workplace Program Supervisory Training. Required for all personnel who supervise civilian employees.