



# DEPARTMENT OF DEFENSE

Defense Commissary Agency  
Fort Lee, VA 23801-1800

## MANUAL

**DeCAM 50-20.1**  
**January 8, 2016**

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Human Resources/Training

SUBJECT: Workforce Development Policies and Procedures

References: See Enclosure 1

1. PURPOSE. This Manual provides detailed processes for carrying out the policy, assigns responsibilities and provides guidance and procedures for selecting and implementing training, education, and career development.
2. APPLICABILITY. This Manual applies to the Defense Commissary Agency (DeCA) activities involved in the training, education, and career development of government and contract employees.
3. POLICY. This Manual implements policies as defined in DeCA Directive (DeCAD) 50-20 and is in compliance with references listed within this document.
4. RESPONSIBILITIES. This Manual does not contain internal management control provisions that are subject to evaluation, testing, and other requirements of DeCAD 70-2, and as specified by the Federal Manager's Financial Integrity Act.
5. PROCEDURES. DeCA is committed to the need of improving individual and organizational performance within the Agency. All functional managers and organizational leaders are expected to support the Agency's development of a well-trained workforce. Within this Manual the need to prioritize and develop training requirements, planning, programming, and budgeting for developmental plans for all employees individual developmental plans (IDP).
6. RELEASABILITY – **Unlimited - Cleared for public release**. This Manual is approved for public release and is located on DeCA's Internet Web site, [www.commissaries.com](http://www.commissaries.com).

7. EFFECTIVE DATE. This Directive is effective January 8, 2016.

  
Cynthia A. Craft  
Director, Human Resources

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Resources Personnel on Employment and Reemployment Rights and Limitations,  
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ENCLOSURE 2

INTRODUCTION

1. PURPOSE. This Manual establishes measures for governing training and education for all DeCA employees.

2. POLICY. DeCA is committed to maximizing the training and education opportunities for our employees.

a. DeCA is committed to identifying training needed to improve individual and organizational performance and ensuring that such needs are met in a timely and cost-effective manner. While the Headquarters (HQ) DeCA Directorate of Human Resources (HR) is the Office of Primary Responsibility (OPR) for Agency training as a whole, training interests cut across all functional organizations and levels within the Agency. All functional managers and organizational leaders are expected to support the Agency's commitment to promoting development of a well-trained workforce by assisting with identification of employee training needs and prioritization of training requirements, and by participating as appropriate in the process of planning, programming, and budgeting for staff training and development.

b. Implementation of this policy will be accomplished in accordance with (IAW) all statutory and collective bargaining obligations.

ENCLOSURE 3

RESPONSIBILITIES

1. DeCA Director. The DeCA Director or their designee shall ensure that:
  - a. Priorities are established for needed training and funds, and man hours are provided IAW these priorities.
  - b. Training plans and programs are developed to meet the long and short-range needs of the Agency.
  - c. Programmed training supports the Agency's mission, strategic plan, and Equal Employment Opportunity (EEO)/Affirmative Action goals and objectives.
  - d. DeCA fosters a culture of learning and development.
  
2. Area Directors/Functional Process Owners/Special Staff Groups (FPO/SSG). Area directors and FPOs/SSGs shall:
  - a. Establish a position and appoint a training coordinator to assist managers with training questions and act as a liaison with Workforce Development (WFD).
  - b. Assist managers and supervisors in identifying the most economical and efficient ways of meeting training needs. Nominate qualified employees who express an interest in competitive training opportunities.
  - c. Select qualified employees who express an interest in training opportunities.
  - d. Support DeCA Director in notifying employees of available training opportunities.
  - e. Fund all approved tuition assistance (TA) costs associated with employees attending conferences and short formal training courses for purposes of staff training and development (based on available funding). This does not include courses that are centrally funded or managed by WFD.
  - f. Track and report any functionally aligned mandatory training.
  - g. Identify courses that will provide training for technical competencies. Provide instructors for technical training as needed.



3. Human Capital Management Board (HCMB). The HCMB will:

- a. Oversee, monitor, and champion DeCA Strategic Plan Goal 2 objectives and other human capital initiatives dealing with employee training and development. The HCMB will ensure that training and development plans and processes align with internal and external factors.
- b. Ensure that all facets of the training, education and employee development recommendations support DeCA's mission, strategic plan, and Human Capital Plan initiatives.
- c. Review, resolve, and escalate to management, any critical training program issues.
- d. Establish and approve major program milestones and deliverables.

4. Chief, Workforce Development Division. The Chief, WFD Division shall:

- a. Establish training and development policies for DeCA employees to include formulation of leadership development plans, career development plans, administrative controls, and program requirements applicable DeCA-wide. Centrally fund and manage DeCA leadership development programs and competitive training programs to include assessment of training requirements and maintenance of records associated with program administration.
- b. Ensure an annual civilian training budget is developed, defended, and executed across DeCA for short and long-range training needs.
- c. Announce competitive training opportunities to DeCA employees along with nomination and selection criteria.
- d. Review and approve or disapprove all requests for training according to statutory, legal, and administrative requirements, regardless of funding source. Provide advice and assistance to competitive training participants and training coordinators concerning individual competitive training participants and their specific training programs. As needed, establish and identify a selection panel to review, rate, and rank applications ensuring competitive procedures are used. Provide the HR Director with a prioritized list of applicants for final selection.
- e. Evaluate the overall training and development program annually. Monitor attendance and successful completion by designated participants attending leadership training courses.
- f. Monitor compliance with legal and regulatory requirements and data system accuracy with training, education, and development programs.
- g. Ensure a system is in place to manage effective course planning, registration, and documentation of training. Document training completion in the Defense Civilian Personnel Data System (DCPDS).
- h. Provide support for development and instruction of technical training.

- i. Keep abreast of developments in the field of training sources and instructional technology.
- j. Issue guidance and provide operational support for special training programs, such as worker-trainee, apprentice, developmental opportunity programs, cooperative education, mentorship, etc.
- k. Determine the Continued Service Agreement (CSA) obligations for individuals on DeCA-sponsored training.
- l. Use the instructional systems development (ISD) concept when developing DeCA training courses and programs.
- m. Provide training to supervisors and managers to assist them in carrying out their supervisory civilian personnel management responsibilities.
- n. Develop and administer leadership training programs.
- o. Provide career counseling to DeCA employees.
- p. Complete the accreditation process, as required, to ensure DeCA courses are available for academic credit.
- q. Reports.
  - (1) Provide reports to DeCA management of training completion and progress status.
  - (2) Prepare special reports and maintain adequate documentation for audit trail purposes.

5. Supervisors. Supervisors shall:

- a. Assess employee competencies and determine training to meet those competencies. Ensure courses requiring funding are included in employee IDPs prior to submitting a training request. IDPs may be requested by WFD to justify the enrollment and participation in DeCA's TA program.
- b. Using employee competencies and career development guides, ensure IDPs are established for each full-time employee, GS-5 and higher. The plan should include formal training, on-the-job training (OJT), conferences, shadowing, developmental opportunities, and other training opportunities, as appropriate. Document requirements for competitive training/developmental assignments in the IDPs of full-time career/career-conditional employees who demonstrate high potential for advancement to future managerial/executive positions.
- c. Review technology shifts. Anticipate and identify actual mission, program, or system changes to nominate employees for competitive training opportunities. Ensure affirmative employment initiatives are considered in identifying training and development needs.

- d. Provide written recommendations nominating employees for competitive training. Review and approve nomination letters for competitive training participants.
- e. Prepare Standard Form (SF) 182, Authorization, Agreement, and Certification of Training, (Appendix A) to nominate employees for training and forward to WFD for processing.
- f. Ensure all employees complete mandatory training requirements within specified time limits. Document the completions.
- g. Evaluate subordinates job performance change following formal training, OJT, and developmental assignments.
- h. Ensure employees are released to attend training, as scheduled.
- i. Follow merit procedures in selecting employees for training and developmental assignments that may serve to enhance promotional opportunities.
- j. Mentor employees to assist them in improved job performance and to prepare them for increased responsibility. Encourage subordinates on self-development and career development opportunities.

6. Training Coordinators. Training coordinators shall:

- a. Coordinate with WFD to nominate qualified employees for competitive training within the limits of funding and spaces available.
- b. Assist in verifying application packages are completed IAW the training announcement.
- c. Assist functional proponents in identifying training sources and scheduling training in appropriate facilities.
- d. Monitor mandatory training completions for the activities they support.
- e. Assist managers/supervisors in processing the SF-182 and planning, programming, and budgeting for tuition assistance, as identified in employee IDPs.

7. Employees. Employees shall:

- a. Be responsible for self-development by discussing training needs with supervisors and obtaining approval before applying for training.
- b. Identify training needed to improve individual and organizational performance and identify methods to meet those needs effectively and efficiently.

- c. Ensure personnel records reflect current training and development accomplishments.
- d. Correctly apply for authorized training by completing and submitting all required documentation to approving officials.
- e. For all courses at least two days in length, attend a minimum of 80 percent of class hours, complete all assignments, and pass final examinations for all training attended. Any time an employee misses attending a course, it must be preapproved by the supervisor and instructor.
- f. Fulfill obligations associated with continued service agreements.
- g. Participate in directed training and developmental activities.
- h. Share knowledge gained from training activities with co-workers.
- i. Assist in training other employees.

ENCLOSURE 4

TRAINING

1. GENERAL. A variety of training options can be used to build competencies and skills in employees. DeCA uses a complete range of training and development options to meet mission-related organizational and employee training needs, such as classroom training, OJT, e-learning, satellite training, employee self-development activities, coaching, mentoring, career development counseling, rotational assignments, cross-training, and developmental activities such as retreats and conferences. Both managers and employees are responsible for identifying and planning training required for job performance and career enhancement. Continuous investment in training and development is essential in attracting and retaining a knowledgeable and skilled workforce. Managers and supervisors from all levels must take responsibility for evaluating employee performance within identified competencies, reviewing current missions, and determining where training can be used to bridge gaps between employee competencies and mission demands. Managers and supervisors must assure that training is provided and its effectiveness achieved.

a. Authority. The authority to provide training to government employees is found in Section 4103 of Title 5, United States Code (U.S.C.) and Executive Order 11348.

b. Support Agency Goals. Training supports Agency goals by improving organizational performance at any appropriate level in the Agency. This includes training that:

- (1) Supports the Agency's strategic plan and performance objectives.
- (2) Supports organizational and program objectives.
- (3) Improves an employee's current job performance.
- (4) Allows for expansion or enhancement of an employee's current job.
- (5) Enables an employee to perform needed or potentially needed duties outside the current job at the same level of responsibility.
- (6) Meets organizational needs in response to workforce analysis plans and re-engineering, downsizing, restructuring, and/or program changes.
- (7) Retrains to address an individual's skill deficiency in their current position and/or training, and development to prepare an individual for a different occupation in the same Agency.

c. Responsibilities for evaluating training - DeCA must evaluate training programs annually to determine how well such plans and programs contribute to mission accomplishment and meet organizational performance goals.

2. EMPLOYEE INDIVIDUAL DEVELOPMENT PLANS.

a. The employee IDP is a clear statement of an employee's job and career goals. It is a map for attaining goals specified in immediate and long-range developmental needs. It is an individually-tailored action plan to develop specific competencies needed to improve performance in the present position or to prepare for new responsibilities. It is also a tool for supervisors to estimate resources needed for employee development and training.

b. The IDP process is a continuing cycle of planning, implementation and evaluation between an employee and supervisor, for the mutual benefit of both the employee and the organization. It is more than a swift review of course catalogs. It requires time to analyze job requirements, assess current competencies, and make informed decisions about developmental needs. For the process to be effective and meaningful, interaction and effective communication in the form of an informal conference between the employee and supervisor is essential.

c. IDPs are required within 90-days after an employee reports for duty. DeCA supervisors are required to establish an IDP for all GS-5 and higher full-time permanent employees and keep a copy on file.

d. IDP Process.

(1) Pre-conference planning is needed to prepare the supervisor and employee for their joint conference. Both the employee and the supervisor have specific preliminary data-gathering responsibilities to determine the competency gaps of the employee. This planning will not only provide time for discussion during the conference, but should also ease tensions and provide direction to the discussion by having this information readily available.

(2) The employee-supervisor conference will provide the opportunity for open communication about all that has been considered during the pre-conference. The employee and supervisor each have specific responsibilities to ensure that the conference is effective and objectives are met so that an IDP form can be prepared.

(3) The IDP, DeCAF 50-53, Individual Development Plan, (Appendix B), is initially prepared by the employee. Once approved by the supervisor, it should be signed by both the employee and supervisor demonstrating a commitment by both to support the training and development experiences.

(4) Prior to each training course or experience, the employee should complete the SF-182 (Appendix A). Once the training request has been approved, the employee has the responsibility to successfully complete the training.

(5) Once the employee has successfully completed the training, submit verification of completion (certificate or other document) to WFD (within 60-days) who will input the completion into DCPDS.

3. TYPES OF TRAINING. DeCA employees have a variety of types of training available to them to increase their technical and leadership competencies. Additional training is required or recommended to improve the culture and performance of the workforce.

a. Mandatory training is any type of training required by Federal law or regulations State regulations, DoD directives, and DeCA directives. Areas, FPOs, and installations may also require specific employee training. Mandatory training typically includes a timeframe when the training must be accomplished.

b. Leadership Training. This training may be required, optional, or competitive in nature. Some examples are listed below.

(1) Senior and Executive Leadership Programs - training designed specifically for Senior Government employees.

(2) Management Training - training designed for those who supervise supervisors or manage major Agency programs.

(3) Supervisor Training - training that provides both leadership and human resources management principles to supervisors.

(4) Developmental Training - prepares employees for broader assignments and increased responsibility.

c. Technical training is training that increases job specific knowledge. Competencies necessary to meet job requirements can be found in a career development guide. These competencies equip employees to complete all core and specialty tasks required for successful performance of assigned duties. Learning core and specialty tasks ensures that the employee can be a fully-functioning member of a team. Formal training may be considered in lieu of OJT, if there are formal training resources available and the formal training is as efficient/effective as OJT.

d. Competitive training has a limited number of spaces available. Employees must submit packages which are evaluated for the top qualifying candidates. Submitting a package for competitive training does not guarantee selection. This includes both formal training programs and planned developmental assignments in either Government or non-Government facilities. Competitive training and education may include comprehensive study programs and developmental assignments or temporary details.

e. Interagency training is training offered to DeCA employees from external agencies.

f. Mentoring is building a formal or informal relationship between a mentor and mentee to enhance career knowledge and skills.

g. Developmental assignments include temporary or permanent assignments providing additional experience and training to broaden an employee's knowledge base.

4. ANNOUNCING TRAINING.

a. Formal training offered to DeCA employees, must be openly announced, generally by email, so that all supervisors and employees understand the availability, details, applicability, and requirements associated with the training. Announcements should include, but are not limited to:

- (1) Name of training.
- (2) Office responsible for the training.
- (3) Description - a short summary description defining the training to the employees.
- (4) Target audience - identify the target audience by position, grade, and location.
- (5) Dates - explain the specific dates of the training.
- (6) Location - where the training is located, a physical location, or on-line.
- (7) Length of training - detail if the training will take hours or days.
- (8) Application process/contact information - defines how an employee enrolls in a particular course.
- (9) Funding requirements - defines the funding source of the training.
  - (a) Externally funded - funded by a source outside of DeCA.
  - (b) Centrally funded - funded by WFD.
  - (c) Locally funded - funded through the FPO or SSG.
  - (d) No funding required - training is performed as part of the normal duty day, typically mandatory training, and no separate funding source required.
- (10) Criteria for selection - if the event is competitive.
- (11) Any other criteria required for attendance.

b. Exception: DeCA HQ, areas, and stores do not have to announce OJT, informal training, or proficiency training which is intended for specific personnel or groups.

5. APPLYING FOR TRAINING.



a. Determining Eligibility for Training. Employees participating in training must have a current, up-to-date IDP on file detailing specific goals, objectives, and long-range projections as to how training will benefit them and DeCA. Nomination data is unique for each training program and should be evaluated IAW instructions provided in the training announcement. Employees and managers are responsible for verifying each employee's eligibility to the minimum qualifications set forth for each course. Exceptions to this policy must be justified at the time of application. Once eligibility has been established, the employee may be nominated. Each course will define eligible participants using some or all of the following criteria:

- (1) Available to all employees, or specific employees.
- (2) Specific job series.
- (3) Part-time/full-time DeCA employees.
- (4) Minimum/maximum grade level.
- (5) Career or career-conditional appointments.
- (6) Location of training.
- (7) Training dates.
- (8) Available slots.
- (9) A previous term of continuous service with the Agency.
- (10) Statutory and collective bargaining obligations.
- (11) Other requirements as set forth by the various components of the specified programs.

b. Application Procedures. Every training program's nominating instructions are unique and should be accomplished IAW the instructions provided in the training announcement. Employees forward any applicable application forms required in the announcement and the SF-182 through appropriate channels to WFD. The SF 182 is used to request, authorize, and document training attendance by DeCA employees. It is a multipurpose form designed to reduce the need for separate forms for various types of training (e.g., non-Government training, professional conferences, tuition assistance, interagency training, DeCA-sponsored training, attendance, and meetings).

c. Other Meetings. Meetings, conferences, and symposia attended for other than training development purposes are authorized/funded through the Defense Travel System (DTS).

d. Unauthorized Training. Training is unauthorized when an employee attends training without receiving an approved and a certified SF182 prior to the beginning of the training event. In such cases, the employee and/or the manager/supervisor who sent the employee to training

without the necessary paperwork may be responsible for all expenses incurred in relation to the unauthorized training.

6. CONTINUED SERVICE AGREEMENTS (CSA).

a. A CSA is an agreement by the employee to continue in service upon training completion. Any employee selected for training that exceeds 80 hours must sign a CSA with DeCA. The CSA will be documented on the SF182, Section E - (the reverse side of Appendix A). The agreement states the employee will continue in service with the Agency after training for a period of at least three times the duration of the training activity. The employee's commitment to continue in service must be established in writing before the employee is assigned to training.

b. Start of Period of Continued Service. The period of continued service begins on the first workday after the end of the training activity covered by the agreement. Days in non-pay status will NOT be credited toward completion of the continued service requirement. If the employee does not complete the training, the last day the employee attended training will be the starting period of continued service.

c. Repayment. If the employee voluntarily leaves DeCA before completion of the agreed upon period of service, DeCA has the right to require repayment of training-related expenses (other than employee pay), pro-rated to reflect the completed portion of the continued service period. Computing time in training and determining amount of repayment will be completed as follows:

(1) An employee on an 8-hour day work schedule assigned to training is counted as being in training for the same number of hours he or she is in pay status during the training assignment. If the employee is not in pay status during the training, the employee is counted as being in training for the number of hours he or she is granted leave without pay for the purpose of the training.

(2) For an employee on an alternative work schedule (AWS), the Agency is responsible for determining the number of hours the employee is in pay status during the training assignment. The work schedule may be adjusted for the period of training. If the employee is not in a pay status during the training, the employee is counted as being in training for the number of hours he or she is granted leave without pay for the purpose of the training.

(3) An employee on an 8-hour or an AWS assigned to training on less than a full-time basis is counted as being in training for the number of hours he or she spends in class, in formal computer-based training, in satellite training, in formal self-study programs, or with the training instructor, unless a different method is determined by the Agency.

(4) When an employee is pursuing an academic degree through an Agency academic degree training program, an Agency may compute the length of the academic degree training period based on the academic institution's established contact hours.

d. Service with Another Government Agency. The employee's repayment commitment as stated in the CSA may not be required of an employee who leaves DeCA to work for a non-DoD branch of the Federal Government unless the DeCA Director notifies the employee, in writing, that payment will be required. This notification must be given to the employee before the effective date of entry into the service of the gaining Federal agency. An employee who enters the service of another agency or DoD component before fulfilling the agreement will have the remainder of the CSA transferred to the gaining DoD component. Repayment of funds will not be required by DeCA, in any case, where an employee transfers within DoD.

e. Failure to Repay. If the employee fails to repay, WFD may recover the agreed-upon amount from the employee by:

(1) Offset against accrued pay, compensation, amount of retirement credit, or other funds due the employee from the Government.

(2) Such other method as is provided by law for the recovery of monies owed to the Government.

f. Waivers. The DeCA Director may waive all or part of the amount owed by an employee if the Agency determines that collecting the money would contradict the interests of equity and good conscience or the public interest.

7. SELECTION AND ASSIGNMENT FOR TRAINING. Training selection will be consistent with the DoD Merit System Principles as set forth in Chapter 23 of Title 5, U.S.C. DeCA selects employees for training based on the primary purpose of enhancing mission-related knowledge and skills. Personnel are selected through both a non-competitive and competitive process.

a. Non-competitive: Selection is dependent on the number of available slots in the class and generally only requires a nomination and approval from the store/area/FPO for attendance. There is no guarantee of acceptance to a non-competitive training program. Any special instructions for non-competitive training will be included in the training announcement.

b. Competitive: Selection is based on strict criteria for attendance, and a limited number of available slots. There is no guarantee of acceptance to a competitive training program. Applicants must submit a complete nomination package. If WFD receives more applications than available slots, a selection panel will be convened. The panel will review, rate, and rank applications, compile a priority list and make recommendations to DeCA's HR Director on attendance to the specified program. Final selection requires approval from a HCMB. Use competitive procedures when employees are being selected for training as described below.

(1) Primarily to prepare trainees for advancement.

(2) Not directly related to their current duties.

Competition is not required when the training is used to upgrade/refresh current required job skills or to retrain an individual due to changes in their current position.

c. Training for promotion or placement in other positions.

(1) Training that qualifies an individual for promotion or a higher graded position is considered competitive and follows the rules for competitive training. Under Part 410, Subpart C – 410.307 of Title 5, Code of Federal Regulations (CFR), this training is only available to permanent employees.

(2) Under the direction of the Agency Director, employees may be trained to prepare them for positions in other agencies if it is determined to be in the best interest of the Government.

(3) Additional Training and Services. DeCA may train displaced or surplus employees as defined in Part 330, Subpart F - Subsection 330.604 of Title 5 CFR, through programs provided for under Section 1651 of Title 29 U.S.C. or similar authorities. DeCA may also provide the following services.

(a) Train employees in the use of CTAP services.

(b) Provide vocational and career assessment and counseling services.

(c) Train employees in job search skills, techniques, and strategies.

(d) Pay for training related expenses as provided in Section 4109(a) (2) of Title 5, U.S.C.

d. Contractor Training. Contractors are selected for their expertise in a subject area, and therefore, may not be trained in the skills they are required to bring to the job. Contractors may be trained in rules, practices, procedures, and/or systems unique to DeCA or DoD, and are essential to the performance of the contractor's assigned duties.

e. Contractor-Furnished Training. Employees may attend training provided by a contractor when the subject matter of the training is job related and its primary benefit is to the Government and not to the individual employee. Examples of such training include:

(1) Training included as a separate item in a contract for other types of products or services being purchased by DeCA.

(2) Training awarded under a separate or modified contract.

(3) Training provided by a tax exempt organization.

f. Training Not Covered by Contract. Employees may attend training provided by a contractor if the training is necessary for the employee to satisfactorily perform his/her job duties

and the primary benefit is to the Government, though contract provisions do not provide a basis for such training. The training will be approved at a sufficiently high level (e.g., Chief Executive Officer or Area Director) to assure the training need cannot otherwise be met and to avoid the appearance of a conflict of interest. When deciding whether it is appropriate for a DeCA employee to attend such training, the following factors should be considered:

- (1) The availability of alternate training sources.
- (2) Confidence the training provided by the contractor will not adversely affect the objectivity of the employee.
- (3) The requirement that no appreciable cost be incurred by the contractor to accommodate attendance of the training by the employee.
- (4) The contractor will receive no special consideration or benefit because of DeCA participation in training and that DeCA will incur no previously funded cost.

g. Professional Meetings, Conferences, and Symposia as Training Activities. Managers are authorized to approve civilian attendance at professional conferences. They are responsible for determining if specific conferences qualify as training on a case-by-case basis and approving attendance by employees when appropriate. Managers may consult with WFD to determine if a conference attendance is appropriate. An employee's attendance at such a program may be sponsored by DeCA as a developmental assignment when the program has the following characteristics:

- (1) The program represents a special or unique training/development opportunity not available through other channels at a lower cost.
- (2) The content of the program is relevant to DeCA's mission, functions, or activities and will benefit the employee.
- (3) The program emphasizes discussion and interaction among attendees and speakers for the purpose of exchanging information.
- (4) Employees will attend as official representatives of the Agency or as contributors to the program's agenda.

## 8. EMPLOYEE PAY AND EXPENSES DURING TRAINING.

a. Employment Requirement. While attending training, trainees will continue to be employees of their sponsoring activities. Trainees are entitled to return to their current or newly established positions upon completion of the training.

b. Work in Addition to 40 Hours of Training. The prohibition on overtime pay does not prohibit overtime pay for work in addition to the 40-hours of training performed in the work week.

c. Hours of Work. During a competitive training assignment, all hours of training are considered hours of work (refer to Enclosure 2).

(1) Employee Pay.

(2) Premium Pay. Two different laws govern premium pay for DeCA employees:

(a) Chapter 55 of Title 5, U.S.C.

(b) Chapter 8 of Title 29, U.S.C. - Fair Labor Standards Act (FLSA).

(3) Entitlement to Premium Pay. Employee's entitlement to premium pay for training is governed by whether the employee is exempt or non-exempt from the provisions of the FLSA. FLSA exempt employees are governed solely by the provisions of Title 5, U.S.C. For details on training as hours of work and travel for training as hours of work, refer to Table 1-1 for employees who are exempt from the FLSA and refer to Table 1-2 for employees who are non-exempt from FLSA.

(4) Payment for Time in Training. Refer to Table 1-1 or Table 1-2 depending on coverage by FLSA.

(5) Payment for Time in Travel for Training. Refer to Table 1-1 or Table 1-2 depending on coverage by the FLSA.

(6) Preparatory Time for Training, Refer to Table 1-3.

(a) DeCA may allow FLSA non-exempt employees reasonable time to prepare for their attendance at the training program if such preparation is essential to satisfactory completion of the training program. If the manager/supervisor determines that an allowance of work time to prepare for training is appropriate, the manager/supervisor will advise employees as to the amount of time allowed for preparation before the training starts. The manager/supervisor will also advise the employee that any additional time spent in preparation is their own time--not subject to compensation as hours of work under FLSA.

(b) Preparatory Time as Hours of Work. Time spent by an employee to prepare for training will be considered hours of work as long as it falls within the limits specified by DeCA and meets the requirements described in Table 1-3.

(c) Apprenticeship, Internship Training, or Training under the Veterans Readjustment Act (VRA). For employees involved in an apprenticeship program or other entry-level program; and internship program or other career related work-study program; or employees appointed under the VRA, time spent in productive work or performance of regular duties is

hours of work. This includes any training scheduled during an employee’s regular working hours. However, any related additional training or time spent preparing for training outside regular working hours will not be compensated as hours of work, provided that no productive work is performed during such periods.

<p>Overtime While on Duty (Irregular and Occasional)</p>	<p>Work of more than 8 hours per day or 40 hours per week that is officially ordered and approved entitles the employee to one and one-half times pay (maximum GS-10/10) or compensatory time. The employee chooses between overtime and compensatory time. Compensatory time is mandatory if pay exceeds GS-10/10. Compensatory time must be used within 26 pay periods. If it is not used it becomes overtime pay. Wage grade may not be granted compensatory time.</p>
<p>Training as Hours of Work</p>	<p>Payment of overtime will not be made, nor will compensatory time be given to an employee assigned to training which exceeds the normal work schedule, except in cases where:</p> <ul style="list-style-type: none"> <li>• An employee is given training during a period of duty for which he/she is already receiving premium pay (not including employees assigned to full-time training at institutions of higher learning)</li> <li>• An employee is given training at night because of situations which he/she must learn to handle occur only at night</li> <li>• An employee is given training on overtime, on a holiday, or on Sunday because the costs involved (<u>premium</u> pay included) are less than the costs of conducting the training during working hours</li> <li>• An employee is given training during a period for which payment of premium pay is generally not authorized but where DeCA Workforce Development determines that an exception to standard procedures will serve the interests of the Agency of the Government.</li> </ul>
<p>Travel for Training</p>	<p>Travel for training <b>will be treated as hours</b> of work and must be preapproved by the supervisor when:</p> <ul style="list-style-type: none"> <li>• Employee travels during normal duty hours (including regularly scheduled overtime)</li> <li>• Employee works while traveling</li> <li>• The travel is under arduous conditions</li> </ul>

**Table 1-1 FLSA Exempt (Covered only by Title 5, U.S.C.)**

Overtime While on Duty (Irregular and Occasional)	Work of more than eight hours per day or 40 hours per week that is suffered or permitted entitles the employee to one and one-half times pay (max GS-10/11) or compensatory time. The employee chooses between overtime and compensatory time. The compensatory time must be used within 26 pay periods. If it is not used it becomes overtime pay. Wage grade may not be granted compensatory time.
Training as Hours of Work	Employees are entitled to overtime for excess hours spent in training status provided the training meets the criteria specified in Part 551.401(a)(2) of Title 5 CFR (Refer to Table 1-3 of this manual).
Travel for Training <sup>1</sup>	<p>Travel for training <b>will be treated as hours</b> of work and must be preapproved by the supervisor when:</p> <ul style="list-style-type: none"> <li>• The employee travels during normal duty hours (included regularly scheduled overtime)</li> <li>• The employee is a passenger on a one day training assignment away from the duty station</li> <li>• The employee travels on an overnight training assignment on non-duty workdays during corresponding duty hours</li> <li>• The employee performs work while traveling (includes travel as a drive of a vehicle)</li> </ul>

**Table 1-2 FLSA Non-exempt (Covered by FLSA and Title 5, depending on which offers greater entitlement)**

<sup>1</sup> Time spent in travel that is hours of work must be compensated as either straight time or overtime. Employees who travel at night or on Sunday do not receive night differential or Sunday premium pay unless they are regularly scheduled to receive it.



*Is Time Spent Outside of Regular Working Hours for FLSA Non-Exempt Employees Considered Hours of Work?<sup>2</sup>*

<i>Purpose of Training</i>	<i>Time Spent in Training</i>	<i>Time Spent in Preparation for Training</i>
• Training to bring an employee's performance up to an acceptable level in his/her current position.	Yes	Yes <sup>5</sup>
• Training to improve an employee's performance above an acceptable level in his/her current position. <sup>3</sup>	Yes	Yes <sup>6</sup>
• Training to provide an employee additional knowledge or skills for reassignment to another position or advancement to a higher grade.	No	No
• Training in an apprenticeship program, an internship program, or training under the Veterans Readjustment Act. <sup>4</sup>	No	No

**Table 1-3 Time Spent Outside Regular Working Hours**

d. Expenses Other Than Employee Pay.

(1) Advance Payment of Necessary Expenses. DeCA may, at its discretion, advance payment of training expenses such as tuition, subsistence, and/or transportation, to an employee participating in training IAW the JTR, and DeCA charge card regulations. However, if the employee does not successfully complete the training, he/she will have to reimburse DeCA for the full amount of the monies advanced. The Activity funding/administering the training will initiate action to retrieve the funds.

(2) Fees, Services, and Facilities.

<sup>2</sup> Time spent in training or in preparation for training during regular working hours is hours of work, unless the employee is on paid leave or leave without pay.

<sup>3</sup> Such Training must be undertaken with the knowledge that the employee's performance or continued retention in his/her current position will not be adversely affected by non-enrollment in the training program

<sup>4</sup> Any period of productive work during such training shall be considered hours of work.

<sup>5</sup> Time actually spent by an employee within DeCA's allowance for preparatory time is hours of work. Any additional time spent by the employee in preparation for training is not hours of work.

<sup>6</sup> Time actually spent by an employee within DeCA's allowance for preparatory time is hours of work. Any additional time spent by the employee in preparation for training is not hours of work.

(a) **Catering Expenses.** DeCA may pay the cost of catering services for a training conference as an administrative expense necessary to achieve the goals of a training program if the program seeks to establish an environment that requires, stimulates, or fosters communication and interaction among the participants as often as possible.

(b) **Examinations, Licenses, and Certification.** DeCA may pay the cost of training to prepare for an examination, such as for licensing or certification, when the training is relevant to DeCA's mission. DeCA will pay the costs of the examination and related travel and per diem costs associated with taking the examination when:

1 The licensing, examination, and/or certification serve as a diagnostic tool to determine deficiencies in knowledge and skills needed by an employee in the performance of official duties.

2 The licensing, examination, and/or certification are beneficial to the systematic development and enhanced job performance of employees in support of the Agency's strategic plans, objectives, and national security.

3 The licensing, examination, and/or certification are identified as part of a Government employees career/job development program.

e. First line supervisors and managers will determine the need for subject examinations, licenses, and certificates. All application requests will be reviewed at this level. Application requests that are deemed essential to the mission of the Agency will be forwarded to the FPO/SSG head who will serve as the decision-making approval authority.

f. **Renewal fees.** Requests for payment for subsequent renewal fees for non-mandatory certifications or licenses will be made on case-by-case basis. Approval for renewal fees will be at the discretion of the Agency, depending on its mission needs and the availability of funding and approved at the FPO/SSG level. All criteria will be reviewed at regular intervals as established by management.

(1) **Membership in Professional Organizations.** The expenses of training do not include membership fees except when:

(a) The fee is a necessary cost directly related to the training

(b) The fee must be paid before one can attend training

(c) Cost of training is less when membership fee is included

g. **Lodging and Meals at Place of Training.** DeCA will reimburse employees for the travel and per diem expenses necessary for an employee to attend a training event up to the maximum rates allowed per locality as specified in the JTR. If meals and lodging are paid as part of tuition, employees will receive reduced per diem IAW the JTR. Employees are responsible for reimbursing the Government if they are overpaid.

(1) Per Diem Payment at DeCA's Discretion. DeCA may permit an employee selected for long-term training to choose to receive transportation of household goods rather than per diem whenever the transportation costs are determined to be less than the estimated per diem for the period of training.

(2) Limitation of Transportation Expenses. The maximum allowance to an employee for the transportation of dependents and household goods is based on the total per diem allowance the employee gives up to receive the transportation benefits for his/her immediate family and effects.

h. Purchase or Rental of Books, Materials, and Supplies. DeCA will pay for the purchase or rental of books, equipment, and/or related supplies that are required for the course or program of instruction. Documentation from training course sponsors authenticating the requirements and charges should be submitted by the employee along with the request for advance payment or reimbursement of such expenses.

i. Meals Not Covered by Registration Fees. When a meal is not covered by a registration fee, DeCA may pay if all of the following conditions are met:

- (1) The meal is incidental to the training program,
- (2) Attendance at the meal is necessary for full participation in the program,
- (3) Due to program requirements the employee is not free to take the meal elsewhere.

j. Meals of Outside Speakers. DeCA may reimburse a coordinator of a training seminar who paid the cost of a meal for non-Government guest speakers upon a determination by the HQ DeCA GC that the cost of the meals is authorized under Section 4109 of Title 5, U.S.C..

k. Registration Fees to Attend Federal Executive Board Training. DeCA may pay a reasonable registration fee for a training seminar sponsored by a Federal Executive Board when:

- (1) The training directly benefits DeCA.
- (2) The fee does not include an element designed to capture more than the costs of sponsoring the seminar (to avoid violation the general ban against interagency financing of boards or commissions).

## 9. COURSE ATTENDANCE.

a. When attending training while TDY, full attendance is mandatory. Students cannot miss class without a written excuse from a supervisor or doctor and must have an agreement from the instructor.

b. Leaving before class is complete without an authorized absence allows DeCA to recoup all costs associated with TDY, and tuition costs.

10. COURSE COMPLETION.

a. Training Documentation.

(1) Supervisors will use DeCAF 50-47, Consolidated Training Record Form, (Appendix (C)) to record all mandatory training (regardless of duration) and all functional and developmental training of more than eight hours duration provided to their individual employees. DeCAF 50-47 will be maintained by the supervisor.

(2) Training Roster. When training is provided to several employees at one location and involves no individual tuition or travel costs, DeCAF 50-48, DeCA Training Roster, (Appendix (D)) may be used to document the training.

b. Employee Access to Records. Employee training of one day or more in duration is recorded in DCPDS. All employees have access to their training records in DCPDS. Any other training that is documented, such as mandatory yearly training, will be recorded by the supervisor. Employees must be provided confirmation of this training upon request.

c. Proof of Completed Training. Mandatory training will be documented on SF-182 or DeCAF 50-48, as appropriate. To satisfy periodic reporting requirements, activity managers must maintain copies of DeCA training rosters for mandatory training. Signed training certificates may be used as proof of training completion and should be retained electronically.

d. Recording Course Completions. DCPDS is used to document education, training, licenses, certifications, and related information. All training of a duration of 8-hours or more is recorded on an SF-182, Appendix A. The training completion will be recorded into DCPDS based on the information from the completed SF-182.

e. Failure to Complete Training. If an employee fails to complete training for which DeCA has paid the expenses, the employee will be responsible for repaying the costs of the training, unless:

(1) The employee was removed from training by his/her manager/supervisor for duty related reasons.

(2) Unforeseen circumstances beyond the control of the employee (e.g., illness) prevented the employee from completing in the training as scheduled. HQ DeCA General Counsel retains the authority to review and approve waiver of training cost repayment by the employee on a case-by-case basis.

f. Employee must repay the Agency, within 90-days, for all expense incurred, due to drop out, failure or non-completion of training.

11. TUITION ASSISTANCE (TA).

a. DeCA provides tuition assistance for employees taking mission-related courses from a college or university accredited by an accreditation body recognized by the U.S. Department of Education. However, Federal law prohibits the Agency from providing tuition assistance to employees to qualify for appointment to a particular position or for the sole purpose of obtaining an academic degree except in shortage occupational positions (such as acquisition).

b. Tuition Limits:

- (1) Undergraduate Courses - \$5,000 per fiscal year (FY) year per employee.
- (2) Graduate Courses - \$5,000 per FY year per employee.

c. Tuition Guidelines:

(1) Employees must exhaust other sources of tuition assistance (i.e. veteran benefits, scholarships, Pell Grants) prior to applying for tuition assistance. DeCA only pays for academic costs over any other eligible sources of funding. Employees are responsible for any tax liabilities (i.e. state and local income taxes) that may be incurred as a result of receiving TA from DeCA.

(2) DeCA may provide tuition assistance up to the FY limit prescribed above. This amount includes class tuition and text book(s) (hard back or e-book) purchase or rental.

(3) TA shall not pay for College-Level Examination Program (CLEP) examinations.

(4) Training taken through TA shall be mission or job related. There must be a clear correlation between the class and the duties/responsibilities of the employee's job.

(5) Participation in the DeCA tuition assistance program requires an employee be in a full or part-time permanent status and have continuously worked for DeCA for at least six months.

(6) Employees participating in the tuition assistance program must have a current up-to-date IDP on file with the supervisor detailing specific goals, objectives, and long-range projections as to how each training class will benefit the employee and DeCA. IDPs may be requested at any time by HQ HR from the employee's supervisor to justify the enrollment and participation in DeCA's TA program.

(7) An SF-182 with a justification statement, explaining how the training supports the employee's present job duties and/or organizational objectives (Section B, Box 18) must be completed and approved by two supervisory levels.

(8) The SF 182 must next be submitted up the supervisory chain of command for coordination and funding certification.

(9) The SF 182 must be sent to WFD for processing and final approval 14-days prior to the course start date.

(10) DeCA only pays tuition for courses that are approved by two supervisory levels and WFD prior to the start date of the class.

(11) The employee is responsible for providing the approved SF-182 to the college or university.

(12) All TA courses will be taken during off-duty hours.

(13) If the employee fails to complete/pass or withdraws from a course, DeCA's portion of the payment must be repaid in full within 45 days. A memorandum of explanation must be submitted from the employee to their supervisor (with a copy provided to WFD) highlighting the reasons for failure or non-compliance. DeCA will notify DFAS so that the deduction of funds will be taken from the employee's pay.

(14) A supervisor may request exemptions from repayment if any of the following criteria are met:

(a) Leaving DeCA involuntarily due to reduction in force, disability, or involuntary retirement.

(b) Duty related reasons such as: conflict between work and course schedules, mission travel, project/developmental assignments, etc.

(c) Transferring to another DeCA duty station while enrolled in a TA course.

(15) Minimum acceptable scores are:

(a) Undergraduate courses require a C (2.0) or better.

(b) Graduate courses require a B (3.0) or better.

(16) Within 30 days after completing a course, the employee will submit to WFD a report from the school reflecting the final grade.

(17) Tuition and Matriculation Fees for Law School. DeCA will not pay a bar admission fee. Tuition for a bar review course (or law school tuition) is a personal expense when it helps a person qualify for a legal position. DeCA may pay for a member of its legal staff to take a bar review course when it is determined that the review course is relevant to the performance of official duties.

(18) DeCA reserves the right to deny training requests based on factors such as limited funding, competing training priorities and training requirements.

## 12. TRAINING FACILITIES.

a. Priority for obtaining classroom facilities shall be as follows with cost also being a determining factor:

- (1) DeCA Facilities
- (2) DoD facilities
- (3) Other government facilities
- (4) Commercial and foreign facilities

b. Use of Non-Government Facilities. DeCA may, at its discretion, make agreements or other arrangements for the training of employees by, in, or through non-Government facilities. When selecting a non-government facility for training, managers/supervisors will consider the ability of the facility to meet the training needs of Agency employees effectively, economically and in a timely fashion.

c. Use of Foreign Training Facilities by Overseas Commands. In foreign areas, the DeCA European Area Director and/or Western/Pacific Area Directors (or their designees) may determine the eligibility of a foreign institution to provide training services for their employees by consulting the Department of State and other Federal Agencies in the area. OCONUS activities will prepare requests with needed information and forward them to the Area for decision.

d. Local training programs, including on-the-job training, should be used to fill identified training needs whenever this approach is deemed most effective and efficient.

13. EMPLOYEES WITH DISABILITIES ATTENDING TRAINING. DeCA may pay expenses necessary to make training accessible to employees with disabilities (e.g., interpreters and closed captioning for the hearing impaired; Braille or audiotapes for the visually impaired). DeCA may also pay for individuals to accompany or aid employees with disabilities traveling for training within prescribed Office of Personnel Management (OPM), DoD, and JTR salary, travel, and per them rates for Federal employees. Requests should be made to WFD and will be handled on a case-by-case basis.

14. NON-FLUENT ENGLISH SPEAKING EMPLOYEES. DeCA managers should hire employees with fluent English speaking, reading, and writing skills whenever possible. If employees do not have fluent English skills, interpreters may be used to assist in the training experience.

15. DOCUMENTING EDUCATION AND TRAINING IN EMPLOYEE RECORDS. Education level is determined from "an employee's educational attainment from an accredited institution," according to guidance from OPM (Guide to Personnel Data Standards). In addition,

guidance from OPM establishes that only accredited education gained by employees is credited in employee records (Qualification Handbook). Employees will be required to submit proof of education (e.g. transcript or copy of degree certificate) in order to receive credit.

a. Training. The following guidance is provided for consistency in crediting training:

(1) General Information. Training is not strictly limited to specific courses, types of training, or methods of completion. Good judgment must be used in all cases to meet the changing needs of personnel programs and employee development goals. Coordination between WFD and staffing functional experts is essential to credit training. A training course completion certificate or appropriate documentation must include the student's name, course name, total course hours, and course start and completion dates. Regardless of funding source, training paid for by the Government must be credited in employee records.

(2) Continuing Education Unit (CEU). Many colleges, universities, and professional organizations sponsor a variety of professional development courses that award CEUs instead of semester or quarter hour credits. These courses are typically short-term in nature and may not be a part of an undergraduate-or graduate-level curriculum. When professional development courses are not creditable for undergraduate-or graduate-level credits, CEUs should be coded as training. If the course provider indicates the number of hours of actual class instruction, code that amount. If not provided, DeCA will apply the "Louis Phillips' Continuing Education Guide" for consistency. Code CEUs at the rate of 10 hours for each CEU. For example, an employee awarded three CEU credits should be coded with 30 hours of training. In some cases, an employee will request that the course be reflected in the personnel history as college credit. In order for that to occur, the employee must have his or her college or university converts the CEUs to semester or quarter hours on a transcript.

(3) Mandatory Training. All training completions required by law, OPM, DoD, or DeCA policy will be credited in employee records.

(4) Other Training. Other non-mandatory training may be credited in employee records.

b. Self-Development Courses Applicable to Employee's Current Position or Career Progression. This includes, but is not limited to, such courses as professional military leadership education which are valuable for career progression. Other self-development activities may also qualify for credit for similar reasons. Employees must coordinate with Human Resource Development Specialists to ensure crediting self-development courses in employee records.

16. DEVELOPMENT OF DECA TRAINING PROGRAMS/MATERIALS. This section describes the standard process by which all training programs and materials intended for delivery to DeCA employees will be developed. A standardized, systems-oriented approach to training development ensures both product quality and consistency. DeCA's approach is adapted from a model used by the military training community. The model provides a logical process for addressing training needs and requirements, considers the realities of resource constraints (e.g., limitations on time and funding), focuses training efforts on the knowledge and skills critical to



successful job performance, and provides for continuous evaluation and improvement of training processes and products.

a. Responsibilities.

(1) HQ DeCA Directorate of WFD will:

(a) Coordinate, assist, and provide limited support as well as technical advice to all functional components of the organization in the areas of training program analysis, design, development, implementation, and evaluation.

(b) Ensure that the standardized process described in this enclosure is applied to all training programs and materials developed for delivery to DeCA employees.

(2) Functional Components of DeCA (e.g., directorates, offices, divisions, and other activities) will:

(a) Advise HQ DeCA WFD of projected needs for training program development or other types of training-related support.

(b) Develop (and/or contract for the development of) needed training according to the standardized process described in this enclosure.

(c) Provide funding for training development initiatives sponsored by their groups or organizations.

b. Training Support for Process Change.

(1) Frequently, there are changes in technology, which require the use of new equipment. There are also times when new procedures must be implemented to increase organizational productivity and effectiveness, or to meet new legal or regulatory guidelines. Changes in work processes and procedures carry with them implied changes in employee skill and knowledge requirements. In such cases, the economy, efficiency, and effectiveness of operations are best maintained by providing some form of training support to employees affected by the change. Depending on the scope and complexity of the new equipment/procedures, appropriate training support could range from paper-based memory aids (such as procedural checklists or graphs illustrating the flow of new work processes), to OJT resource materials, to formal classroom training sessions. Whatever the form, the training support should be provided to workers in advance of, or concurrently with, the implementation of the new equipment or procedures. The potential cost of allowing employees to learn new work processes on a haphazard, trial and error basis is, in the long run, far higher than the costs associated with providing the right training, to the right people, at the right time.

(2) Internal Training. All training programs and materials developed for delivery to DeCA employees must be coordinated through HQ DeCA WFD to eliminate redundant efforts and to ensure consistency in all products.

(3) Training Request. When a DeCA functional component recognizes that a significant change in work requirements, processes, or procedures is coming, he/she will forward a memorandum to HQ DeCA WFD alerting them to the potential need for instructional development/training support. At a minimum, the memorandum will identify the following:

- (a) Type of training required.
- (b) Number and location of employees to be trained.
- (c) Suspense date for training delivery.
- (d) Training goals/objectives (or, if unsure of specific training goals/objectives, describe the new job performance requirements for which training is required.)

c. Training Program Development Standards and Guidelines. All training programs developed for use within DeCA will adhere to the standards and guidelines set forth in this manual. HQ DeCA WFD will assist the sponsoring organization in determining the desired results of the training effort and the design of instructional resources to meet the training needs. WFD staff will provide technical advice and consultation on training program development. The sponsoring organization will perform (or contract for and supervise) the actual program development work. The sponsoring organization will contribute the time of selected subject matter experts (SMEs), who will provide the technical knowledge needed to support the training development effort.

d. The Training Development Process. A variety of instructional systems development models exist--all of which emphasize an objective systems approach to training program development. DeCA's approach is consistent with that of the larger DoD community, which follows the Interservice Procedures for Instructional Systems Development (IP-ISD) as the basis for their systems approach to training program development. The IP-ISD model and DeCA's instructional systems development model (referred to hereafter as the ISD model) are both characterized by five phases: analysis, design, development, implementation, and evaluation. This process completes the following tasks in preparation for development:

e. Analysis. The purpose of the Analysis phase is to identify training needs, requirements, and priorities. Analyses undertaken at a project's initiation are called front-end analyses. These include the activities outlined below:

- Define problem
- Conduct training needs assessment
- Analyze target audience
- Analyze learning environment
- Identify existing resources, conditions, and constraints
- Establish program goals
- Analyze job tasks/subject matter
- Select job tasks/subject matter to train
- Analyze/research job tasks/subject matter

f. Design. The key task in the Design phase is to translate the training requirements identified through front-end analyses into performance objectives. Given specific objectives for each major task to be taught, the overall structure of the training program can be determined, appropriate instructional strategies, methods, and tactics can be identified, and assessment instruments can be developed.

- Develop training objectives
- Establish training and performance evaluative strategies
- Design training program architecture--content, structure, and sequence
- Select training methods and media
- Design evaluative performance measures
- Develop program design specification--content outline of paper based materials, video script, storyboards, etc.

g. Development. This phase consists of activities related to the actual production of the instructional materials. Draft training products (instructor guide, student manual, job aides, video, etc.) are developed, and assessment instruments are refined and finalized. Draft materials are validated by having the expert performers and/or subject matter experts review them. Revisions are made as needed.

- Design format and standards
- Develop draft paper-based training materials, produce video, program CBT, and
- Pilot test develop associated audiovisual components
- Refine performance evaluative measures

h. Implementation. If the training program is to be fielded at a number of locations (i.e., in more than one area or at multiple commissaries), an implementation plan is developed that specifies the training delivery schedule and addresses how the necessary resources (e.g., training time and space) will be secured. In some cases, additional materials must be developed to help key personnel prepare to teach the course. Key personnel typically include the subject matter experts who participated in the program development effort, as they require less training than someone totally unfamiliar with the content of the instruction. Program development staffs continue to collect course evaluation data during implementation, to ensure that the training is being presented as designed and to identify any shortcomings in the program that must be corrected. Feedback from employees who participate in the program as well as from instructors and observers representing the sponsoring organization provides valuable input on overall program effectiveness.

- Revise training program components
- Develop training program implementation plan
- Develop "train-the-trainer" program/materials
- Develop training program management support guidelines
- Implement training program

i. Evaluation. Summative evaluation is typically conducted approximately six months after full scale implementation of the new instructional program. The data collection methodology

varies, but often includes direct observation and interview of recent program graduates as well as their workplace supervisors, the course instructors, and personnel responsible for overall administration and management of the program.

- Develop summative evaluation plan to measure improved job performance and results for the organization
- Implement summative evaluation
- Revise training programs as necessary

ENCLOSURE 5

MANDATORY TRAINING REQUIREMENTS

1. PURPOSE. This chapter identifies all training considered mandatory for DeCA employees. Sources of authority for mandatory training include Federal law, Federal regulations, State regulations, DoD directives, and DeCA directives.

2. RESPONSIBILITIES.

a. FPOs/OPRs will:

- (1) Identify the target audience requiring training.
- (2) Plan, program, and budget for required training.
- (3) Identify appropriate training sources.

(4) Coordinate with activity training coordinators, area training coordinators, or HQ DeCA HR, as appropriate, to schedule, procure, and deliver appropriate mandatory functional training to DeCA employees.

b. Activity managers/commissary officers will:

(1) Schedule all employees under their authority for mandatory training courses within specified time limits.

(2) Document mandatory training completions on the Consolidated Training Record, DeCAF 50-47 (see APPENDIX C).

c. HQ DeCA HR, activity training coordinators, and area training coordinators will:

(1) Assist functional proponents/OPR in identifying training sources, scheduling training in appropriate facilities, and procuring instructors and course materials, as required.

(2) Process applications for course attendance, as required.

(3) Monitor mandatory training completions for the activities they support.

(4) Ensure records of training completions are forwarded to the servicing Civilian Personnel Office (CPO) for inclusion in participants' Official Personnel Folder (OPF).

3. REQUIRED TRAINING. Laws and/or regulations initiate or change programs which affect Federal employees. Often they require employees to receive specific kind of training. DoD, HQ DeCA, areas, and activities may also require specific training for employees. In addition, formal career and training programs may require certain training of some employees.

4. MANDATORY TRAINING REQUIREMENTS. Training that is mandatory for all DeCA employees and supervisors can be found on the DeCA website under “Careers and Training.” It is the responsibility of supervisors that employees complete all mandatory training as required and ensure documentation of completed training.

5. PROOF OF COMPLETED TRAINING. Mandatory training completed in a classroom will be documented on SF 182 or a DeCA training roster, as appropriate (see APPENDIX A). To satisfy periodic reporting requirements, activity managers must maintain copies of DeCA training rosters and/or SF 182 for mandatory training. Online training will be documented through filing of an electronic certificate showing completion of training.

ENCLOSURE 6

LEADERSHIP TRAINING

GENERAL. IAW the Section 412.202 of CFR, DeCA must provide for the development of individuals in supervisory, managerial and executive positions. Each Agency must design and implement leadership development programs that integrate with the employee development plans and the agencies succession management plans.

a. Supervisory training is mandatory within one year of appointment to a supervisory position. Each supervisor must complete 80 hours of supervisory training. The primary focus of this training is Human Resource Management with an additional focus on leadership.

b. Managerial training is required for all supervisors within one year of appointment to a position supervising at least one supervisor. Each manager must complete at least 40 hours of approved training. The focus of this training is leadership skills with an emphasis on strategic linkage, performance, and coaching/mentoring.

c. After completing the initial training within the first year, all supervisors and managers must complete a refresher course annually. Workforce development will provide direction on courses to take to meet the requirement. The training is approximately 10-15 hours on-line, training via webinar, or a combination of the two.

d. DeCA mandatory leadership training is coordinated with the DoD Levels of Competency and Leadership Continuum:

<b>Leading Self/Leading Projects</b>	<b>Leading People</b>	<b>Leading Teams</b>	<b>Leading Organizations</b>
<b>All Employees</b>	<b>Supervisors</b>	<b>Managers</b>	<b>Senior Executives</b>
Non- mandatory leadership training: on-line certificate programs available for all employees	On-line and classroom program for supervisor development (first line to include produce, grocery and meat managers)	Classroom program for leadership development of managers (supervisor of supervisors)	Classroom program for SES development
	Annual Refresher Course	Annual Refresher Course	

e. DeCA leaders can identify individual weaknesses in these competencies and improve them through additional training provided by DeCA. DeCA provides leadership training for employees at all grades/levels. While the supervisor and manager courses are mandatory, the programs under Leading Self/Leading Projects are not. These certificate programs are found in

an on-line learning program and have been specifically chosen because they meet the needs of DeCA employees and the DoD Leadership Continuum.



ENCLOSURE 7

EDUCATION

1. GENERAL. The National Defense Authorization Act for Fiscal Year 2001, Section 1121, Public Law 106-398 permits DeCA to pay tuition and expenses for employees to obtain a college/university academic degree as a part of a planned, systematic, and coordinated program of professional development, if such degree supports the Agency's organizational strategic goals, objectives, and mission.

a. The Agency will partner with accredited colleges and universities who offer programs of study that parallel functions within DeCA. The Agency will not fund expenses of an academic degree for the sole purpose of qualifying for a promotion or for appointment to a particular position. The availability of funding will determine the number of participants each year. The program is open to **all** DeCA employees who are U.S. citizens.

b. Education supports agency goals by improving organizational performance at any appropriate level in the Agency. This includes education that:

(1) Supports the Agency's strategic plan and performance objectives.

(2) Supports organizational and program objectives.

(3) Meets organizational needs in response to workforce analysis plans and re-engineering, downsizing, restructuring, and/or program changes.

c. Implementation of this policy will be accomplished IAW all statutory and collective bargaining obligations and DoD Merit System Principles. DeCA will not partner with colleges/universities which discriminate on the basis of race, color, religion, age, sex, national origin, or disability.

d. DeCA's acquisition workforce (those in the 1102 job series) are exempt from this policy since all DoD acquisition employees are covered under the DoD Acquisition Workforce Improvement Act (DAWIA).

e. Support for education through an academic degree program is based upon available funding.

2. BASIC PRINCIPLES AND SCOPE.

a. The program is open to all permanent full-time employees grades GS-05 or wage grade equivalent through GS-15 who have worked six continuous months in the Agency. This area of consideration may be restricted for a specific intake if the need is determined by the Agency Director.

b. Any program intake will be announced by WFD and will also receive all nominations and verify completion of nomination packages. Incomplete packages will not be considered further. Nomination packages will be ranked according to criteria agreed upon by the HCMB. The number of applicants received into the program will be determined by program funding. Final participation in the program will be approved by the Agency Director.

c. Degree payments may be made, at DeCA's discretion, for any course of post-secondary education delivered through classroom, electronic/Web or other means, provided the college/university is accredited by a recognized national or regional accrediting body. Proof of school accreditation must be provided to WFD prior to enrolling in any academic degree courses.

d. Degree payments will include tuition, books, materials, application fees, registration fees, and supplies required for any class. DeCA will not pay for equipment such as computers even if required by the university.

e. Each program participant is required to complete continued service equal to three times the amount of time spent in obtaining the degree. This service begins immediately after the last class in the degree program has been completed. Participants will sign a continued service agreement prior to program participation.

f. Participants who do not complete the degree must pay back the government for all expenses incurred toward their degree during the program.

g. Employees participating in the academic degree program must have a current IDP on file with the program. The IDP must detail specific developmental goals and objectives, timelines for completing the academic degree and long-range goals as to how this training will benefit them and the Agency.

h. DeCA will not partner with colleges/universities that discriminate on the basis of race, color, religion, age, sex, national origin, or disability nor will it allow those institutions to provide academic degree training to its civilian employees.

i. DeCA will use the DCPDS for recording degree completions.

j. The Agency will pay degree expenses for an employee who completes a bachelor's degree within the allotted timeframes: associate degree: 18-24 months; Life/work experience credits and 20 earned semester hours: 24-36 months; employee with 15-30 earned semester credits; 36-48 months; and first-time college students: 48-60 months.

k. Employees failing or dropping 2 or more courses during a semester will be removed from the program. Employees will then have 90 days to repay the Agency for courses that they failed or dropped.

l. The academic degree program will normally provide support to bachelor's degrees. However, at the direction of the Agency Director, participation can be expanded to include advanced degrees.

m. Priority for program participation will be as follows with the first priority listed being the highest and the rest in order of lesser importance:

- (1) Documented associate degree from an accredited college or university.
- (2) Proper documentation detailing life or work experience equivalent to college courses/credits and 20 earned semester credit hours.
- (3) Semester hours totaling 15-30 semester credit hours.
- (4) First-time college/university enrollees.

APPENDIX A

Training Forms

1. Standard Form - 182 Request Authorization, Agreement, Certification of Training, and Reimbursement

AUTHORIZATION, AGREEMENT AND CERTIFICATION OF TRAINING			A. Agency Code (Agency Subelement and Voluntary Leave Number)		B. Proposed Status (Check (X) one)																									
					<input type="checkbox"/> Promotion <input type="checkbox"/> Continuation <input type="checkbox"/> Other																									
<b>Section A - TRAINEE INFORMATION</b>																														
Please read instructions on page 2 before completing this form.																														
1. Appointee's Name (Last, First, Middle Initial)		2. Social Security Number (Federal-Employee Number)		3. Date of Birth (YYYY-MM-DD)																										
		XXXX-XX-																												
4. Home Address (Number, Street, City, State, ZIP Code) (Optional)		5. Home Telephone (Optional) (Include Area Code)		6. Position Level (Mark (X) one)																										
				<input type="checkbox"/> a. Non-supervisory <input type="checkbox"/> b. Manager <input type="checkbox"/> c. Supervisory <input type="checkbox"/> d. Executive																										
7. Organization Mailing Address (Branch Office, Office, or Agency)		8. Office Telephone (Include Area Code and extension)		9. PWS Email Address																										
10. Position Title		11. Does appointee need special accommodations?		12. Form please describe below																										
		<input type="checkbox"/> Yes <input type="checkbox"/> No																												
13. Type of Appointment		14. Pay Plan		15. Series		16. Step																								
<b>Section B - TRAINING COURSE DATA</b>																														
14. Name and Mailing Address of Training Vendor (No., Street, City, State, ZIP Code)				15. Location of Training Site (If same, mark (X))																										
16. Course Title				17. Training Start Date (YYYY-MM-DD)		18. Training End Date (YYYY-MM-DD)																								
19. Training Course Hours		20. Training Start Date		21. Training End Date		22. Training Credit																								
23. Training Course Code		24. Training Course Code		25. Training Course Code		26. Training Course Code																								
27. Training Accreditation In-Budget (Check Below)		28. Continuing Service Agreement Requested (Initials) (Check Below)		29. Continuing Service Agreement Extension Date (YYYY-MM-DD)		30. Training Course Code																								
<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A																												
31. Training Objective				32. AGENCY USE ONLY																										
<b>Section C - COSTS AND BILLING INFORMATION</b>																														
3. Direct Code and Appropriation/Fund Chargeable			4. Billing Code and Appropriation/Fund Chargeable																											
<table border="1"> <thead> <tr> <th>Item</th> <th>Amount</th> <th>Appropriation Fund</th> </tr> </thead> <tbody> <tr> <td>a. Tuition and Fees</td> <td></td> <td></td> </tr> <tr> <td>b. Books and Materials</td> <td></td> <td></td> </tr> <tr> <td>c. TOTAL</td> <td></td> <td></td> </tr> </tbody> </table>			Item	Amount	Appropriation Fund	a. Tuition and Fees			b. Books and Materials			c. TOTAL			<table border="1"> <thead> <tr> <th>Item</th> <th>Amount</th> <th>Appropriation Fund</th> </tr> </thead> <tbody> <tr> <td>a. Travel</td> <td></td> <td></td> </tr> <tr> <td>b. Per Diem</td> <td></td> <td></td> </tr> <tr> <td>c. TOTAL</td> <td></td> <td></td> </tr> </tbody> </table>				Item	Amount	Appropriation Fund	a. Travel			b. Per Diem			c. TOTAL		
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c. TOTAL																														
5. Total Training Hours (overhead Cost/Total Cost)			6. BILLING INSTRUCTIONS (Please attach invoice to)																											
7. Document/Training Order/Requestion Number																														
8. 9-Digit Station Symbol (Example: 12-00-0070)																														
U.S. Office of Personnel Management			Page 1 MAY 2010-01 000-2001		Standard Form 182 Approved December 1988 All previous editions are obsolete. Per OMB Use Only																									

Note: This agreement must be signed by the nominee for Government training that exceeds 80 hours (or such other designated period, less than 80 hours as prescribed by the Agency) for which the Government approves payment of training costs prior to the commencement of such training. Nothing contained in this SAMPLE agreement below shall be construed as limiting the authority of an agency to waive, in whole or in part, an obligation of an employee to pay expenses incurred by the Government in connection with the training.

Continued Service Agreement

1. I AGREE that, upon completion of the Government sponsored training described in this authorization, if I receive salary covering the training period, I will serve in the Agency three (3) times the length of the training period. If I received no salary during the training period, I agree to serve the Agency for a period equal to the length of training, but in no case less than one month. (The length of part-time training is the number of hours spent in class or with the instructor. The length of full-time training is eight hours for each day of training, up to a maximum of 40 hours a week.)

2. If I voluntarily leave the Agency before completing the period of service agreed to in item 1 above, I AGREE to reimburse the Agency for fees, such as the tuition and related fees, travel, and other special expenses (EXCLUDING SALARY) paid in connection with my training. These fees are reflected in Section C Costs and Billing Information. Note: Additional information about fees and expenses can be found in the Guide to Human Resource Reporting (GHRR). <http://www.opm.gov/feddata/ghrr/index.asp>

3. I FURTHER AGREE that, if I voluntarily leave the Agency to enter the service of another Federal agency or other organization in any branch of the Government before completing the period of service agreed, I will give my organization written notice of at least ten working days during which time a determination concerning reimbursement will be made. If I fail to give this advance notice, I AGREE to pay the full amount of additional expenses( Section 4109(a)(2) of Title 5, U.S.C.) incurred by the Government in this training.

4. I understand that any amount of money which may be due to the Agency as a result of any failure on my part to meet the terms of this agreement may be withheld from any monies owed me by the Government, or may be recovered by such other methods as are approved by law.

5. I FURTHER AGREE to obtain approval from my organization and the person responsible for authorizing government training requests of any proposed change in my approved training program involving course and schedule changes, withdrawals or incompletions, and increased costs.

6. I acknowledge that this agreement does not in any way commit the Government to continue my employment. I understand that if there is a transfer of my service obligation to another Federal agency or other organization in any branch of the Government, the agreements will remain in effect until I have completed my obligated service with that other agency or organization.

Period of obligated Service:

Employee's Signature:

Date:

APPENDIX B

2. DeCA Form 50-53, Individual Development Plan

File	Rolls	Save As	Save	To Catalog
<b>DeCA INDIVIDUAL DEVELOPMENT PLAN</b> (For use of the form see DeCAD 50-20 ONR a CP)				
NOTE: Each DeCA employee must have an Individual Development Plan (IDP). Employees in the Acquisition Center Program will prepare their IDPs using Form 10-15 as prescribed in DeCAH 10-2. All other DeCA employees will use this IDP form.				
NAME (Last, First MI)				
POSITION, TITLE, SERIES & GRADE		ORGANIZATIONAL ACTIVITY	PHONE NUMBER	
TRAINING NEEDS (BY ORDER OF PRIORITY)				
COURSE TITLE OR TRAINING DESCRIPTION*	TRAINING LENGTH	TRAINING SOURCE	PROPOSED TRAINING DATES	
1.				
2.				
3.				
4.				
5. <input type="checkbox"/> NONE				
* May include on-the-job training, additional assignments, computer-based training, correspondence courses, formal training programs, or professional conferences/seminars.				
NOTE: Training experiences should be reviewed in determining training needs. Consider current work assignments and projects and future job expectations. What does previous performance indicate? What skills, knowledge and abilities are needed to stay abreast of changes in the career field and/or enhance performance in the organization?				
CONCURRENCE/APPROVAL				
EMPLOYEE'S SIGNATURE			DATE	
SUPERVISOR'S SIGNATURE & TITLE			DATE	
COMPLETION OF THE REMAINDER OF THIS DE FORM IS OPTIONAL. However, employees wishing to pursue specific training and/or career development goals should use their Individual Development Plans to show a systematic approach to career development tied to the DeCA mission. In addition, IDPs will serve as a basis for approving employee requests for training and/or development assignments.				
PRIVACY ACT STATEMENT				
AUTHORITY: Public Law 95-527, July 7, 1978, The Government Employees Training Act.				
PRINCIPAL PURPOSES: To better equip DeCA employees to perform official duties in the most efficient and effective manner.				
ROUTINE USES: Records will be processed and maintained by the employee's supervisor and DeCA Training Coordinator. Information will be made available to the appropriate review authorities. The Social Security Number (SSN) will be used to accurately identify the employee.				
DeCA Form 50-53, Ju 2997				







**GLOSSARY**

**ACRONYMS**

CEU	Continuing Education Unit
CFR	Code of Federal Regulations
CLEP	College-Level Examination Program
CPM	Civilian Personnel Manual
CSA	Continued Service Agreement
DCPDS	Defense Personnel Civilian Data System
DeCAD	DeCA Directive
DeCAM	DeCA Manual
DFAS	Defense Finance and Accounting Service
DoD	Department of Defense
DTS	Defense Travel System
EEO	Equal Employment Opportunity
FSLA	Fair Labor Standards Act
FPO	Functional Process Owner
HCMB	Human Capital Management Board
HQ	Headquarters
JTR	Joint Travel Regulations
IAW	in accordance with
IDP	Individual Development Plan
ISD	Instructional Systems Design
OCONUS	outside continental United States
OJT	on-the-job training
OPM	Office of Personnel Management
OPR	Office of Primary Responsibility
SF	Standard Form
SSG	Special Staff Group
TA	Tuition Assistance
WFD	Workforce Development
U.S.C.	United States Code