

**Installation Management Command  
Regulation 350-1**

**Training**

**IMCOM Training  
and Leader  
Development**

**Department of the Army  
Headquarters, United States Army  
Installation Management Command  
2511 Jefferson Davis Highway  
Arlington, Virginia 22202  
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## **PREFACE**

### **Training Philosophy and Commander's Intent**

The Installation Management Community is dedicated to developing a healthy, well-balanced, multi-skilled workforce comprising military and civilian leaders and personnel with the knowledge, skills, and opportunities to successfully and innovatively accomplish the mission. Leader and workforce development, a strategic imperative, is nested in the Installation Management Campaign Plan, Line of Effort 3. A multi-skilled workforce, comprised of military and civilian leaders and personnel, is key to the successful execution of the mission. IMCOM must build and sustain a cadre of agile and adaptive leaders along with a trained, experienced, and educated civilian workforce to provide excellent services for Soldiers and Families and to meet the day-to-day readiness challenges of sustaining installations.

Training and leader development programs will facilitate career development for the workforce through education, training, mentoring, self development, and experiences. Leaders will professionally develop and grow supervisors and staff using a requirements-driven system that is deliberate, continuous, sequential, and progressive to facilitate career growth. End state is to have the right person, with the right skills, in the right job, at the right time, to facilitate mission accomplishment.

Imperatives from the core Army Leader Development Strategy serve as mandates – in effect, requirements – that drive civilian leader development objectives and programs. IMCOM's general approach is to institutionalize processes that validate command-wide requirements, analyze gaps, and assess how well the initiatives close the gaps.

**a. IMPERATIVE 1. Encourage an equal commitment by the institution, leaders, and individual members of the profession to life-long learning and development.**

This imperative reinforces the Commander's commitment to leader development. It provides for a comprehensive framework for leader development across the enterprise, reinvigorates policy, guides development, and strengthens the culture of continuous learning.

**b. IMPERATIVE 2. Manage Military and Civilian talent to benefit both the institution and the individual.** This establishes an enterprise approach to managing workforce talent. Through this mandate, IMCOM will engage in human resource lifecycle management of our military and civilian workforce.

**c. IMPERATIVE 3. Balance our commitment to the Training, Education, and Experience pillars of development.** This imperative creates a well-rounded leader by synchronizing functional training with leadership education and job experience. Not only will leaders benefit from enhanced leadership competencies, but they will accrue additional breadth through work experiences.

**d. IMPERATIVE 4. Produce leaders who are mentors and who are committed to developing their subordinates.** Leaders develop other leaders. Their one-on-one interactions and small group involvement are keys to growing the next generation of leaders. Regular and constructive interaction between the leader and the led are vital to job satisfaction, engagement, motivation, and retention

## Training

### INSTALLATION MANAGEMENT COMMAND (IMCOM) TRAINING AND LEADER DEVELOPMENT

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**Summary.** This regulation prescribes the framework for IMCOM to develop, manage, and support training and leader development, and shows the relationship between training and career management. Additional instructions and guidelines will be provided by the Department of the Army (DA) and IMCOM publications in the 215, 350, and 690 series.

**Applicability.** This regulation applies to all military and civilian personnel (including nonappropriated fund (NAF)) assigned to IMCOM, the Family, Morale, Welfare and Recreation Command (FMWRC), and the Army Environmental Command (AEC).

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from the Commander, IMCOM, G3/5/7, 2511 Jefferson Davis Highway, Arlington, Virginia, 22202-3926.

**Suggested Improvements.** The proponent of this regulation is the G 3/5/7 (Operations, Plans, and Training Directorate), G7, Training Division (IMOP-T). Users may send comments and suggested improvements on [DA Form 2028](#) (Recommended Changes to Publications and Blank Forms) directly to Commander, IMCOM (IMOP), 2511 Jefferson Davis Highway, Arlington, VA 22202-3926.

**Distribution.** This regulation is available on the IMCOM Enterprise Publishing Portal (<https://www.us.army.mil/suite/page/580767>).

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## Glossary

## **Chapter 1 Introduction**

### **1-1. Purpose**

This regulation establishes formalized and structured training and leader development guidance for Installation Management Command (IMCOM) personnel to assist in the training, execution, and assessment of training programs. It provides the framework for IMCOM to develop, manage, and support training and leader development, and shows the relationship between training and career management. Department of the Army (DA) and IMCOM publications in the 350 (Training), 690 (Civilian Personnel), and 215 (Morale, Welfare, and Recreation) series will provide additional instructions and guidelines on civilian and military training and civilian workforce development and talent management.

### **1-2. References**

Required and related publications and prescribed and referenced forms are listed in Appendix A.

### **1-3. Explanation of Abbreviations and Terms**

Abbreviations and terms used in this regulation are explained in the glossary.

### **1-4. Records Management**

Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to [AR 25-400-2](#), The Army Records Information Management System (ARIMS), and [DA Pam 25-403](#), Guide to Recordkeeping in the Army. Record titles and descriptions are available on the ARIMS website (<https://www.arims.army.mil>).

## **Chapter 2 Responsibilities**

**2-1. Commanding General (CG), Headquarters (HQ), IMCOM** will direct the implementation and management of the IMCOM training and leader development programs.

**2-2. Deputy Commanding General (DCG)/Chief of Staff (CoS), HQ IMCOM** will represent and act on behalf of the CG and is responsible for the oversight, coordination, and integration of the IMCOM training and leader development programs. The DCG/CoS will—

- a. Provide staff oversight of IMCOM's civilian and military training and leader development programs and policies"
- b. Direct the G 3/5/7 to implement the training and leader development programs.

**2-3. Executive Director, HQ IMCOM** will serve as the IMCOM Commander's principal advisor on civilian training and leader development, and civilian talent management.

**2-4. Command Sergeant Major (CSM), HQ IMCOM** will serve as the IMCOM Commander's principal advisor on training and training support for Soldiers and Families.

**2-5. Director, G3/5/7, HQ IMCOM** will—

a. Serve as the proponent for this regulation and subsequent 350 series publications, and the overall Command training management.

b. Implement the training and leader development programs through the HQ IMCOM G1 (Human Resources Directorate) and G3/7 (Operations Division).

c. Develop and publish comprehensive training regulations, policies, and procedures for IMCOM training and education programs according to mission requirements.

d. Oversee all training management requirements. Training management involves the identification of training quotas and requirements that include collective, functional, individual, mandatory, and professional military education for all organizational levels from the unit through the Command.

e. Coordinate with G8 (Resource Management Division) to equitably distribute available resources throughout IMCOM for executing a training schedule for well-planned functional and professional development. Education opportunities will be available for both appropriated Fund (AF) and nonappropriated fund (NAF) employees.

f. Coordinate with IMCOM region points of contact (POCs) to disseminate training and leader development information and obtain data for reporting requirements.

g. Monitor and evaluate the administration and effectiveness of training and leader development programs.

h. Appoint a HQ IMCOM Training Manager to oversee training management functions at the regions and garrisons. Training will be provided for directing training support for personnel assigned to the HQ, and training guidance for HQ, region, and garrison Training Administrators.

i. Represent the Command at the Structure and Manning Decision Review (SMDR).

j. Validate The Army Centralized Individual Training Survey (TACITS) requirements and staff through IMCOM G8 to the CG for approval prior to the SMDR (see Chapter 4).

**2-6. Director, G1 (Human Resources Directorate), HQ IMCOM** will—

a. Oversee all career management (including workforce development and talent management) requirements. Career management involves recruitment, central referral, and career development through the Army Civilian Training, Education, and Development System (ACTEDS) programs, universal training, and competitive professional development for the civilian workforce. Career management programs are centrally funded through the Department of Defense, normally covered by career programs (CPs) or career fields (CFs), but are not quota-driven.

- b. Ensure the IMCOM Talent Management and Workforce Development career programs are consistent with the Department of the Army (DA) policy on Equal Employment Opportunity and Equal Opportunity, ACTEDS, and other DA-sponsored programs.
- c. Publish 690 series publications that capture career, workforce development, and talent management policies and procedures for both junior and senior personnel assigned to IMCOM.
- d. Coordinate with G8 to equitably distribute available resources throughout IMCOM for executing a training schedule for well-planned functional and professional development. Education opportunities will be available for both AF and NAF employees.
- e. Coordinate with IMCOM region POCs to disseminate workforce development information and obtain data for reporting requirements.
- f. Ensure Career Program Managers (CPMs) or Career Field Managers (CFMs) POCs are designated at IMCOM HQs and regions to oversee career development and provide career guidance.
- g. Monitor and evaluate the administration and effectiveness of workforce development programs, including ACTEDS career programs.
- h. Provide career guidance to garrison career administrators.

**2-7. Director, G8 (Resource Management Directorate), HQ IMCOM will—**

- a. Validate TACITS training requirements, in coordination with G-3/5/7, HQ IMCOM, for approval to the CG prior to the SMDR.
- b. Provide resources for travel, meals, and incidental expenses in support of Command training requirements identified through TACITS for personnel assigned to the HQ.
- c. Ensure that resources are identified for travel, meals, and incidental expenses in support of training requirements through TACITS for personnel assigned to IMCOM regions and garrisons.

**2-8. Career Program Managers (CPMs) and Career Field Managers (CFMs), HQ IMCOM, and IMCOM Regions will—**

- a. Serve as a liaison between the Army CP functional chief representatives (FCRs) or CF proponent POCs, and IMCOM region CPMs or CFMs by the HQ IMCOM CPMs or CFMs. IMCOM region CPMs or CFMs will serve as a liaison between HQ IMCOM CPMs or CFMs and garrisons.
- b. Manage the mentor or protégé program and assist careerists in obtaining career counseling beyond the supervisor-employee relationship.
- c. Project Command training and professional development requirements.

- d. Advise employees regarding career development, which includes identifying training needs and courses appropriate for improved performance and career progression.
- e. Encourage supervisor-employee counseling.
- f. Monitor the management, training, and performance, and selection of interns in terms of qualification and high potential.
- g. Provide the Army FCR and Deputy FCR feedback and ideas on all aspects of the career tracks.
- h. Provide candidate endorsements for the Army Management Staff College (AMSC), Army Competitive Professional Development (CPD) opportunities, and the Senior Service Schools (SSC).
- i. Identify and publish functional career training requirements for IMCOM personnel under each functional component.
- j. Coordinate between the HQ IMCOM CPMs or CFMs and garrisons or HQ IMCOM Training Manager to provide functional training requirements to be captured in The Army Centralized Individual Training Solicitation (TACITS) survey.
- k. Participate in training and leader development programs and requirements, including ACTEDS centrally funded programs. Coordinate CP or CF requirements with the appropriate POCs—
  - (1) Army FCR or proponent for CPM or CFM at HQ IMCOM
  - (2) IMCOM region for CPM or CFM at IMCOM regions
- l. Incorporate training and leader development as an agenda topic when conducting functional conferences within IMCOM.
- m. Develop, publish, and maintain CP and CP or CF *roadmaps* to support employee development.
- n. CPMs or CFMs will ensure CP or CF training at all levels, for both senior and junior IMCOM employees.

**2-9. HQ IMCOM Staff, Commanders, Family and Morale, Welfare and Recreation Command (FMWRC) and Army Environmental Command (AEC), and Region Directors will—**

- a. Incorporate training and leader development in strategic planning.
- b. Implement training and leader development programs.
- c. Participate in training and leader development meetings and conferences.

- d. Maintain necessary training and leader development records and reports on all employees.
- e. Provide advice and guidance on training and leader development issues. Identify specific programs available.
- f. Analyze ACTEDS program requirements (for example, intern, leader development, and CPD programs) to support requests from IMCOM region or garrison CPMs or CFMs.
- g. Budget for training and leader development programs in support of organizational performance improvement that develop and sustain a highly-skilled workforce of leaders and technical or functional experts for both AF and NAF employees.
- h. Ensure the implementation of training and leader development programs at the garrison levels.
- i. Ensure all new civilian employees and military service members assigned to IMCOM complete the Orientation for New Employees (ONE) training program within 30 days of entrance on duty. Information on the IMCOM ONE training program is available in [IMCOM Pam 600-2](#) (Orientation for New Employees).
- j. Appoint a Training Administrator by the Region Director at the IMCOM region to oversee training management functions for personnel assigned to the IMCOM region. Coordinate actions between HQ IMCOM and the garrisons.
- i. Be ensured by the Commander, FMWRC that Family and Morale, Welfare and Recreation (FMWR) employees follow separate on-boarding model and standards for new employee orientation (see Appendix C).

**2-10. Garrison Commanders or Managers, Deputy to Garrison Commanders or Managers, and Garrison Command Sergeants Major will—**

- a. Monitor the implementation of the training and leader development programs at the garrison.
- b. Designate a garrison Training Administrator under the Directorate of Plans, Training, Mobilization, and Safety (DPTMS) to oversee training administration and management functions at the garrison.
- c. Incorporate training and leader development in garrison strategic planning.
- d. Budget for training and leader development programs in support of organizational performance improvement that develop and sustain a highly-skilled workforce of both AF and NAF personnel.

**2-11. Training Manager, HQ IMCOM will—**

- a. Serve as the Command Training Manager and coordinate all training management procedures and processes with the IMCOM region and garrison Training Administrators.

- b. Provide direct training support functions for personnel assigned to the HQ.
- c. Participate in training and leader development meetings and conferences and serve as the subject matter expert on all institutional training matters.
- d. Ensure that all training records and reports are maintained at the functional divisions on employees assigned to the HQ.
- e. Coordinate with IMCOM G-1, Workforce Development or Talent Management, and FMWR POCs for training management issues and concerns.
- f. Coordinate with HQ IMCOM CPMs or CFMs to determine Command training requirements and functional training needs.
- g. Manage the Army Training Resource and Requirements System (ATRRS) IMCOM quota source and assign sub quota sources within the Command. Enroll HQ IMCOM employees in ATRRS-requested courses.
- h. Manage the TACITS survey, and consolidate and analyze HQ, region, and garrison results. Enter CPF or CFM-coordinated functional training into TACITS. Staff TACITS survey results and analysis of training requirements through G 3/5/7 and G8 for CG approval prior to submission for the SMDR (see Chapter 4).
- i. Represent IMCOM at the SMDR.

**2-12. Training Administrator, IMCOM Regions and Garrisons will—**

- a. Serve as the organization Training Administrator and oversee all training administration and management.
- b. Participate in training and leader development meetings and conferences.
- c. Ensure that all training records and reports are maintained at the region directorates on employees.
- d. Provide advice and guidance on training management issues. Coordinate career training requirements directly if the organization has a workforce development POC.
- e. Manage the ATRRS sub-quota source.
- f. Capture individual and functional training requirements identified in the Individual Development Plan (IDP) or Individual Training Record (ITR) and other training sources. Enter training requirements in TACITS survey (see Chapter 4).
- g. Enroll all organization employees in ATRRS-requested courses.

**2-13. First-line Supervisors will—**

- a. Jointly develop an IDP or ITR with each civilian or Soldier within 30 days of the performance period, entry into a new position, or permanent change of station. It is the

supervisor's responsibility to trigger the creation of the IDP or ITR. IMCOM civilians are responsible for creating the IDP or ITR. Training identified in the IDP or ITR should be attainable and resourced (see Chapter 4).

b. Discuss proposed training or school attendance during initial performance planning to include objectives for attending courses for current and out-years.

c. Ensure IDPs or ITRs are recorded and on file with the directorate-training POC and the garrison or region Training Administrator. Supervisors and employees may maintain copies.

d. Provide advice and guidance on training and leader development issues. Identify specific programs available to the CP or CF employees to enhance individual career development and competitiveness (if applicable).

e. Monitor employee training progress throughout the year and ensure employees complete Army and IMCOM-directed mandatory training and other training listed on the IDP or ITR.

f. Ensure employee development requests are consistent with IMCOM policy and are in the interest of the employee and the organization, with consideration for the cost, quality of education and training, and mission requirements.

g. Provide Soldier or employees with the opportunity to attend training by establishing a long-range (for example, 1-5 year) plan using the IDP or ITR and adjusting as schedules or jobs change.

h. Review and update IDPs or ITRs for civilians and Soldiers during each performance evaluation counseling session. IDPs or ITRs are living documents and may be updated throughout the year as needed or driven by mission requirements.

i. Serve as the employees' initial source of information and counseling on topics such as training and leader development programs, ACTEDS training opportunities, and career expectations, with necessary assistance from the appropriate CPM or CFM, or Training Administrator.

j. Release employees to attend training once it has been authorized, or allow use of duty time for completion of mission-related on-line courses.

k. Discuss training that employees have completed and its applicability to the workplace.

#### **2-14. Civilians and Soldiers, IMCOM will—**

a. Accept personal responsibility to develop, grow, and commit to professional excellence.

b. Jointly develop an IDP or ITR with the supervisor within 30 days of the performance period, entry into a new position, or permanent change of station. It is the supervisor's responsibility to trigger the creation of the IDP or ITR. IMCOM civilians are responsible for

creating the IDP or ITR. Training identified in the IDP or ITR should be attainable and resourced (see Chapter 4).

c. Provide a list of proposed training or school needs in IDPs or ITRs to be discussed at initial performance reviews for supervisory approval.

d. Provide supervisor with timely feedback on course evaluation.

e. Attend and complete training when confirmation has been obtained.

f. Execute all required training approved in IDPs or ITRs, as resourced, by the end of the rating period. Supervisors must approve exceptions.

g. Notify supervisor if unable to attend scheduled training. Rescheduling or cancellation of authorized training may only occur in extreme circumstances.

h. Employees assigned to FMWR positions must complete additional requirements located at Appendix C.

### **Chapter 3**

#### **IMCOM Workforce**

##### **3-1. Appropriated Fund (AF) Personnel**

a. AF personnel are comprised of General Schedule (GS) and Federal Wage System employees.

b. All AF employees are required to complete IDPs and may follow individual ACTEDS plans, when applicable. AF personnel fall under the Total Army Personnel Evaluation System performance management system and the Defense Civilian Intelligence Personnel System.

c. The Federal Wage Grade System covers employees in trades and labor occupations. Trades include skilled occupations such as carpenter, electrician, mechanic, welder, and tool and die maker. Labor occupations include semi-skilled work such as equipment operator, laborer, warehouse worker, and helper positions. A training and development model for trade and labor occupations can be found on the Civilian Personnel On-Line at <http://cpol.army.mil/library/train/acteds/wg/>.

d. See Appendix B for IMCOM Workforce and Talent Management programs.

##### **3-2. Non-appropriated Fund (NAF) Personnel**

a. The IMCOM workforce includes NAF employees Army-wide. NAF employees will be provided the same training and career or professional development opportunities as AF employees, following AF or NAF reimbursable guidelines. Portability between the AF and NAF systems allows for interchangeability between both systems in the areas of training and development.

b. IDPs must be completed by NAF employees and may follow individual ACTEDS plans, when applicable. NAF automated IDPs, auto-populated from professional development programs, are located within the FMWR Academy Online Learning Management System at <http://www.mwraonline.com>.

c. The ACTEDS plan for CF-51 and CF-34, FMWR, contains positions in the NAF system and provides training and development paths for both AF and NAF employees in the Morale, Welfare, and Recreation CF. The FMWR ACTEDS plans are located at <http://www.army.mil/fmwrc/acteds>.

d. See Appendix C for FMWR programs and requirements.

### **3-3. Military Personnel**

a. Military personnel assigned to IMCOM must complete all required functional training relevant to the positions being held. Leaders must ensure military personnel receive the required functional training for current positions. Additionally, leaders must be aware that Soldiers have unique military individual and collective training requirements as directed by the DA (for example, training for Common Task Test, Army Physical Fitness Training, or marksmanship training).

b. Military personnel must have ITRs on file in the Digital Training Management System (DTMS) (see Chapter 4). Military training and ITR completion requirements are outlined in [AR 350-1](#) (Army Training and Leader Development).

### **3-4. Local National (LN) Personnel**

a. LN employees play an important role in IMCOM's mission. LNs provide the institutional knowledge and continuity required for daily operations at garrisons overseas. IMCOM will benefit from the growing number of LNs into leadership positions.

b. LN employees may be afforded the same opportunities to attend required leadership training as the AF and NAF employees when LN employees are selected to fill senior leadership positions.

c. LNs may be encouraged to actively participate in development of individual IDPs. Training and development for LNs will be scheduled and conducted in accordance with host governmental and U.S. laws, policies, and regulations.

**3-5. Contractor Personnel.** Government agencies are not required to provide training for contractors to perform the work because contractors are selected for expertise in specific subject areas. However, contractors may be trained in rules, practices, procedures, and other systems unique to the employing agency, and essential to skills that may be beyond the scope of the subject area. The authority for the training of contractors is the authority to only administer contracts. Contractors may be provided training by the government for the following reasons.

a. Training is beneficial to the government.

b. Additional government training funds are not required.

c. Attendance by the contractor is incidental to the necessary and authorized training of government employees.

## **Chapter 4 Training Management**

**4-1. Overview.** Selection of Army civilians for leader development and education courses is linked to current position responsibilities and career progression. Selection for functional and specialty courses is linked to operational assignments that require skills and knowledge not trained in Officer Education System (OES), Non-commissioned Officer Education System (NCOES), Warrant Officer Education System (WOES), or Civilian Education System (CES) courses, as applicable ([AR 350-1](#), para 3-11).

### **4-2. Types of Training**

a. **Mandatory Training.** Mandatory training is training that DA deems critical for the safety or ethical support of its workforce. This training is mandated for all DA Soldiers and civilians. Organizations must ensure, track, and report attendance for each mandatory training task. A mandatory training checklist is located at Appendix D. Mandatory training requirements for deploying Soldiers are provided in [AR 350-1](#).

b. **Required Training.** Required training is training that is deemed necessary to perform in a position. This training may be determined by the DA or individual organizations. A list of required training is located at Appendix E.

c. **Functional Training.** Functional courses prepare Army personnel for assignment to special units or specific duty positions, or enhance cross-functional capabilities to support overall understanding of the organization, increasing value to the Army. These courses provide Soldiers and DA civilians an opportunity to acquire duty position–required skills and knowledge unobtainable by attending other institutional courses.

d. Soldier training courses can be found in para 4-14, [AR 350-1](#).

e. **Self-Development.**

(1) Self-development is development initiated by the employee, such as participation in professional, community, or social organizations or attending formal classroom training.

(2) Employees may be encouraged to participate in self-development activities. However, The employee must not be expected to bear the expense if a development activity is identified as recommended or required for the job, and is appropriate for organizational funding.

(3) The US Army Self Development Handbook, published by the Center for Army Leadership, can be located at [http://usacac.army.mil/CAC2/CAL/repository/SDev\\_Handbook20.pdf](http://usacac.army.mil/CAC2/CAL/repository/SDev_Handbook20.pdf).

f. Training on Duty.

(1) Mission-Related Training. Mission-related training courses and programs are related to the employee's current position. Employees enrolled in mission-related distributed learning (DL) or non-resident courses may be allowed to work on the course during duty hours. The amount of duty time afforded by the supervisor to the employee for coursework will depend on mission requirements and nature of the course. For example, the employee may not be provided much time to work on courses if mission requirements are significant. Employees are not expected to be given more than two duty hours for course work if a course can be completed in 1-2 hours. Some courses will require more hours of study during the duty hours. For example, an employee taking the non-resident version of a CES course may be authorized 3-5 hours of duty time per week, while only 1-2 hours per week may be given to an employee taking an information technology course on-line. Supervisors must determine the number of hours permitted based on a review of the course workload and discussion with the employee. Supervisors must consider that the course is directly related to the mission. Therefore, it is in the best interest of the supervisor and the organization for the employee to complete the course and to allow the employee to work on the course during duty hours.

(2) Self-Development. Supervisors must consider allowing employees duty time to accomplish self-development training. The employee's self-development may be linked to improvements in duty performance. For example, supervisors must encourage employees to access Smartforce or Skillsoft e-Learning courses during duty hours for self-development. Duty hours must not be used for coursework if training cannot be linked easily to duty performance or mission accomplishment. Employees are responsible for demonstrating duty performance linkage of self-development initiatives to the supervisor for approval.

(3) Employees must request all training that will be conducted during duty hours in writing. Supervisors must approve requests in writing. Duty requests and approvals must be maintained by both the employee and the supervisor.

g. Distance and Distributed Learning.

(1) Distance learning is a valuable tool to increase training availability while reducing cost per training hours. Distance learning may provide new opportunities for training more employees within available resources. Online DL programs are available in which the workforce may enroll and complete at the work location. The Army Distance Learning Program provides detailed information on DL initiatives available to the workforce at <http://www.atsc.army.mil/accp/aipdnew.asp>.

(2) SmartForce or SkillSoft. A catalog of online courses is available to the workforce through the SmartForce and SkillSoft programs. The program provides authorized, Web-based access to over 1,500 information technology, and business skills and interpersonal skills anywhere Internet connectivity is available. DA Military and civilian employees must create a username and password to access the training available through SmartForce and Skillsoft. An active Army Knowledge Online (AKO) account is required to establish a username and password. Registration must be completed through ATRRS. SmartForce and SkillSoft is available at <https://atrrs.army.mil/channels/eLearning/smartforce/>.

(3) Digital Training Facilities and DL Classrooms. See [AR 350-1](#), para 7-15, 7-16 and 7-17 for DA policies on digital training facilities and DL classrooms.

(4) Recommended DL opportunities are located in appendices C and F.

h. Additional training definitions are outlined in [AR 350-1](#).

**4-3. Individual Development Plan (IDP).** Completing an IDP is an annual requirement that will assist all IMCOM personnel reach career goals. The IDP is a 5-year plan which outlines training requirements. See appendices J and K for detailed IDP preparation instructions.

a. ACTEDS plans outline civilian employee career goals that can be used to develop the IDP for occupations included in a specific career program.

b. A sample of the IMCOM IDP template (IMCOM Form 8) is located at Appendix K. Instructions for IMCOM Form 8 is provided in Appendix J. FMWR employees will use the online Professional Development Program (PDP) to complete IDP requirements. PDPs auto-populate IDPs for FMWR employees. These tools are located within the FMWR Academy Online Learning Management System located at <http://www.mwraonline.com>.

c. Supervisors and employees will develop the IDP in accordance with a specified CP or CF ACTEDS plan, as applicable. The supervisor and employee must jointly identify training relevant for professional growth if there is not a designated CP or CF for the employee.

d. Supervisors and employees will develop IDPs yearly. IDPs will be updated throughout the performance period as needed or required by individual and mission essential demands. Training identified on the IDP must indicate requirements for employees to perform specific job functions or support the organization's mission. Training requirements must be projected 3-5 years in advance to support the Army program objective memorandum (POM) process.

e. IDPs are inspectable items. Records must be kept on every IMCOM employee.

f. IDPs will be used to analyze and determine civilian training requirements and resource needs for the organization. Identified training requirements will be captured in TACITS on a yearly basis.

#### **4-4. Individual Training Record (ITR)**

a. ITRs will be maintained in DTMS for all IMCOM Soldiers to assist in the development of the garrison training program. ITR consists of diplomas, [DA Form 87](#) (DA Certificate of Training), weapons qualification scorecards, [DA Form 705](#) (Army Physical Test Scorecard), [DA Form 5500](#) (Body Fat Content Worksheet (Male)) or [DA Form 5501](#) (Body Fat Content (Female)), [DA Form 3349](#), Physical Profile, and records of mandatory training and training governed by this regulation. Military training and ITR completion requirements are outlined in [AR 350-1](#).

b. ITRs will be used to analyze and determine military training requirements and resource needs for the organization. Identified training requirements will be captured in TACITS on a yearly basis.

#### **4-5. Identifying Training Quotas and Requirements**

a. IMCOM organizations must identify training requirements through regulatory Army procedures ([AR 350-1](#) and [AR 350-10](#), Management of Army Individual Training Requirements and Resources). Requirements must be reported through the HQ Training Administrator or Manager, IMCOM region, or garrison.

b. Organizations must use, collect, and analyze IDPs or ITRs to determine training requirements for the workforce. IDPs or ITRs will be completed or updated at the beginning of the fiscal year (FY) by supervisors and employees. FMWRC training administrators must consolidate training requirements identified on IDPs and other sources at that time.

c. Identified training requirements must be submitted to HQ Training Administrator or Manager, IMCOM region, or garrison for consolidation, analysis, and input into TACITS by the beginning of the 2<sup>nd</sup> quarter (2Q) of the FY, or as otherwise directed by G3/5/7, HQ IMCOM.

d. TACITS is the only DA-authorized system to capture training requirements and a subsystem of ATRRS. IMCOM regions and garrisons must enter training requirements into TACITS by FY 2Q. These quotas will then be consolidated, validated, and approved at the HQ level for submission to the SMDR.

(1) IMCOM region or garrison training administrators coordinate and consolidate training requirements in the TACITS survey.

(2) IMCOM CPMs or CFMs coordinate with IMCOM region CPMs or CFMs and identify functional training requirements for submission to the HQ IMCOM Training Manager for entry into the TACITS survey.

(3) HQ IMCOM Training Manager consolidates and analyzes submitted TACITS surveys and staffs through G 3/5/7 for validation.

(4) G 3/5/7 validates TACITS requirements and coordinates through IMCOM G8 to the CG for approval prior to the SMDR.

(5) HQ IMCOM Training Manager represents IMCOM at the SMDR.

e. Training requirements must be incorporated into the budget year by each HQ, region, or garrison Resource Management office for the execution year until the requirements will meet in the POM. Training requirements identified in the FY10 SMDR will be integrated into the 2013 POM.

f. Budget travel, meals, and incidental expenses for Command-approved training requirements at the HQ, region, or garrison levels until a civilian training specific allotment (CTSA) fund is created at the HQDA level to support all civilian functional training and leader education.

g. SMDR is co-chaired by the HQDA G1 and G 3/5/7 and is comprised of all Army schools, training proponents, army commands (ACOM), and HQ IMCOM. SMDR is a critical component in determining methods for training quotas and funds to be distributed in the POM years. Failure to accurately identify training quotas and requirements at the HQ, region, and garrison levels for the SMDR results in mission failure for IMCOM noncompliant organizations.

h. SMDR requirements approved by HQDA will become training quotas. SMDR will be submitted into the Army Program for Individual Training, which is incorporated into the POM. Then, training quotas are entered into ATRRS for subsequent enrollment.

**4-6. Training Management and Requirements Systems.** IMCOM will use the following training and resource management systems in conjunction with training enrollment, development, projection, and documentation of requirements and quotas.

a. ATRRS is a DA management information system of record for managing student input and enrollment in training. The Web-based system integrates manpower requirements for individual training with the process by which the training base is resourced and training programs are executed. This automation support tool establishes training requirements, determines training programs, manages class schedules, allocates class quotas, makes seat reservations, and records student attendance. It supports numerous DA processes to include SMDR. Access to ATRRS is controlled and must be applied for through specific procedures located through the ATRRS homepage at <https://atrrs.army.mil/>. Requests for specific access to the IMCOM quota or sub-quota sources, or enrollment through ATRRS courses must be processed through region or garrison Training Administrators or the HQ IMCOM Training Manager.

b. The Civilian Human Resources Training Application System (CHRTAS) is a sub-system of ATRRS developed to manage civilian training programs and requirements, class quotas and schedules, seat reservations, and attendance records. CHRTAS is used to enroll in CES courses that are comprised of DL and resident phases. Additionally, CHRTAS is used to manage functional training, and track and manage other organization-specific training. CHRTAS management is overseen by the local Civilian Personnel Advisory Center (CPAC) or garrison workforce development office (as applicable). The CHRTAS webpage is located at <https://atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>.

c. DTMS is a web-based system customized to implement [FM 7-0](#) (Training for Full Spectrum Operations). DTMS provides the ability to plan, schedule, and manage unit and individual training. Unit mission and mission essential task list development is linked directly with unit training plans, preparations, and execution while capturing detailed records of all training processes and products. DTMS is the Army's required training management system for military units and Soldiers in accordance with [AR 350-1](#). Soldiers assigned to IMCOM must have ITRs tracked through the DTMS. The DPTMS Training Division manages the garrison DTMS. The DTMS page is located at <https://dtms.army.mil/>.

d. Defense Civilian Personnel Data System (DCPDS) is a computer-supported system designed to improve the accuracy, responsiveness, and usefulness of data required for civilian personnel management within the Department of Defense (DoD) and DA. Each

civilian employee has a master record reflecting over 15,000 characters of data. The database contains current historical position and employee personnel management data, such as education level, work experience, current grade and step, awards history, projected training requirements, and completed training. Civilian training records must be tracked in the DCPDS. Training administrators may obtain access to the DCPDS through the specific organization's CPAC office. Individuals may update DCPDS training records through MyBiz accounts.

#### **4-7. Use of [Standard Form \(SF\) 182](#)**

a. Document DA civilian training not scheduled through CHRTAS with an [SF 182](#) (Authorization, Agreement and Certification of Training). Employees will be responsible for providing completed SF 182s to the local CPAC, garrison Training Administrator, and supervisor for all completed training.

b. HQDA (G1, Civilian Personnel) issued guidance requiring all Army civilian employee training to be entered into DCPDS. Training data must be entered into DCPDS via the completed [SF 182](#), or by uploading the training data with the existing DCPDS mass training update process. Civilian training data will be periodically extracted from DCPDS and submitted to the Office of Personnel Management (OPM) to meet the reporting requirement. Completed SF 182s may be provided to the local Training Administrator, or as directed locally, for input into DCPDS.

c. CHRTAS and ATRRS will not automatically populate DoD or DA schoolhouse attendees and courses processed into DCPDS.

#### **4-8. Training Approval Authority**

a. Region Directors and Garrison Commanders or Managers delegated as an appointing authority, may designate subordinate managers to approve requests for short-term training at non-government facilities for civilian employees in the chain of command. Managers will be individually designated after training in the proper procedures and responsibilities of approving officials has been completed. Designations must be in writing and will remain in effect until revoked by the appropriate authority or when the designee leaves the position. See appendices L and M for training requirements and a sample designation memorandum.

b. Forward requests for approval through the region to the HQ IMCOM Training Manager for appropriate decision staffing of long-term training at non-government facilities and contracts with a non-government facility to develop and conduct full-time, long-term training programs. Long-term training (more than 120 calendar days) at non-government facilities is completed through Army-approved training programs (such as, ACTEDS career training programs) and approved by Army FCR or HQDA. HQDA approval is required for contracts with a non-government training facility to develop and conduct full-time, long term training programs for groups of employees.

c. Managers and supervisors at all levels approve requests for short- and long-term civilian employee training at government facilities for employees in the chain of command. Approving officials must use prudent judgment and equitable treatment when approving requests.

## **Chapter 5 Individual Training**

### **5-1. Civilian Education System (CES)**

a. CES is a progressive and sequential leader development program, centrally-funded by HQDA, that provides enhanced leader development and education opportunities throughout DA civilian careers. CES offers four DL courses and three blended learning (combined DL and resident) courses, which replace previous civilian legacy courses and continuing education courses for senior leaders. AMSC offers the Action Officers Development Course, Supervisors Development Course, and Managers Development Course. Command Program resident courses and the Installation Force Protection Exercise Program prepare Installation Commanders, garrison Commanders, Command Sergeants Major, and garrison staff to effectively manage Army installations. Information on applying for equivalency or constructive credit is available in *b*, below.

(1) The Foundation Course (FC) provides an orientation to the Army and its systems, and begins the development of an effective Army team member. FC is a DL course which requires 57-hours to complete. The course progresses from self-development skills through career progression and maintaining competence and developing self-awareness, to personal health. Students will be introduced to a series of administrative requirements for Army personnel. DA civilians hired since 1 October 2006 are required to complete the FC within the first year of employment. Students will develop an understanding of the following:

- (a) DA composition, ranks, structure, customs, traditions, and values and the integration into DoD.
- (b) DA leadership doctrine and styles, and ethical standards
- (c) Group development theories for strategies to address conflict
- (d) Communication basics including DA communication types, and skills for listening, providing feedback, and oral and written communication.

(2) The Action Office Development Course (AODC) provides an overview of actions and responsibilities that are required of an action officer. Students will understand the function of an Action Officer and the expectations of managers and staff after completion of the course. Students will be able to apply problem-solving and time management techniques, and demonstrate effective communication (oral and written) and military briefing skills. The AODC is a DL course which has 39 credit hours with 13 modules.

(3) The Basic Course (BC) will teach students to effectively lead and care for teams. BC educates the direct level supervisor or team leader according to leadership and management skills to facilitate mission accomplishment. This course utilizes blended learning with a combination of DL through the Internet, followed by classroom education. Students successfully completing this course will understand and apply basic leadership skills to lead and care for small teams. The resident session is 2 weeks in length and DL completion is a pre-requisite for resident registration and attendance. BC is required for all

supervisors and must be completed within one year of appointment to a supervisory position. Additional BC objectives include—

- (a) Apply effective communication skills to build a team
- (b) Demonstrate internal and external situational awareness and direct teams accordingly
- (c) Develop and mentor subordinates.

(4) The Supervisor Development Course (SDC) provides an overview of basic supervisory and human resource skills. SDC is a required course for newly appointed civilian and military supervisors of civilian personnel. Students successfully completing this course will be able to—

- (a) Understand the demands of new supervisors
- (b) Successfully manage and lead civilians
- (c) Understand personnel management and training procedures.

(5) The Intermediate Course (IC) will prepare DA civilians for increasing responsibilities. This course is a combination of DL through the Internet, followed by classroom education. The students will enhance leadership abilities and develop skills to manage human and financial resources, and display flexibility and resilience with a focus on the mission. The resident session is 3 weeks in length and DL completion is a pre-requisite for resident registration and attendance. Students successfully completing this course will be skilled in—

- (a) Direct and indirect supervision
- (b) Developing cohesive and efficient organizations
- (c) Leading people and managing resources
- (d) Implementing change while demonstrating effective thinking and communication skills.

(6) The Manager Development Course (MDC) provides an overview of managerial skills. Students successfully completing this course will understand the demands of a newly appointed DA civilian manager. Additionally, the student will possess the knowledge and skills to perform managerial duties at high levels in diverse organizations. MDC is a DL course and required for managers of civilian employees whose responsibilities include managing work of subordinate supervisors.

(7) The Advanced Course (AC) is designed for civilian leaders, GS-13 to GS-15 or equivalent, who exercise predominately indirect supervision. AC is a combination of DL through the Internet, followed by classroom education. The resident session is 4 weeks in length and DL completion is a pre-requisite for resident registration and attendance. Students successfully completing this course will be skilled in—

(a) Leading a complex organization in support of national security and defense strategies

(b) Integrating DA and joint systems in support of the Joint Force

(c) Inspiring vision and creativity

(d) Implementing change and managing programs

(8) Continuing Education for Senior Leaders (CESL).

(a) CESL, phase 1, is DL and open to all personnel (military and civilian). CESL provides senior leaders with scenarios including current issues and challenges facing civilian and military leaders, and provides a continuing education program on specific topics. Students successfully completing Phase 1 of this course and meeting other attendance requirements (senior civilian leaders, GS-14 to GS-15 or equivalent) will be eligible for Phase 2.

(b) CESL Phase 2 is a 4.5 day resident course. It will address emerging competencies and strategic challenges facing the institutional DA. Senior Army Civilian Corps leaders will have an opportunity to receive training in business acumen required for DA transformation and continuous improvement across the DA enterprise. Issues discussed and concepts learned at Phase 2 will have a direct, positive impact upon the business leadership and management practices of the participants' home organizations. Selection for senior civilian leaders to attend Phase 2 will require a letter of endorsement from a Senior Executive Service member, or General Officer in the chain of command.

(9) DoD Executive Leadership Development Program (DELDP). DELDP is designed for highly motivated DoD employees, GS-12 to GS-14 or equivalent, who have demonstrated outstanding leadership potential. Participants must have initiative, professional excellence, community involvement, commitment to public service, and integrity. Performance must reflect an interest in moving into senior management positions. Participants must be receptive to a training methodology whereby participants assume responsibility for learning. DELDP presents *opportunities to learn* and participants are responsible for taking advantage of the opportunities presented. Additional information is available at <http://cpol.army.mil/library/train/catalog/ch04deldp.html>.

(10) Defense Senior Leader Development Program (DSLDP). DSLDP is a DoD-wide program designed for individuals, GS-14 to GS-15 or equivalent, leading high performing organizations and programs with potential and motivation to be in more senior leadership positions throughout the enterprise. Candidates are identified, through command channels, with the utilization of DSLDP graduates in the joint arena and benefiting DoD. Selectees pursue program elements as a cohort over a rigorous two years, to include attending Professional Military Education (PME) or Senior Service College (SSC). Additional information is available at <http://cpol.army.mil/library/train/catalog/ch04dslldp.html>.

(11) Senior Service Colleges (SSCs). SSCs are the capstone of professional military academic experience to include the National Defense University Industrial College of the Armed Forces, or the National War College. The Army War College (resident and distance

education programs), Air War College, and Naval War College are examples of service war colleges. The primary format for instruction is a seminar augmented by lectures and research. The SSC is for individuals at the current or previous GS-14 to GS-15 levels and equivalent National Security Personnel System pay bands (Pay Band 3) with extensive demonstrated leadership and work experience. Additional information is available at <http://cpol.army.mil/library/train/catalog/toc.html>.

(12) Army Senior Fellows Program (ASFP). ASFP is a dynamic, senior leader development program designed to identify, and groom high potential Army employees to strengthen leadership skills and prepare employees to compete for senior leadership positions with greater levels of responsibility. Additional information is available at <http://cpol.army.mil/library/train/catalog/ch04asfp.html>.

b. DA civilians who have completed legacy civilian education coursework, or prior service military members successfully completing the legacy, Non-Commissioned Officer Education System (NCOES), Warrant Officer Education System (WOES), or Officer Education System (OES) coursework within the past ten years may be eligible to receive equivalency or constructive credit for CES courses. Eligibility requirements and procedures are located at <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1> and Table 1-5, AR 350-1.

c. Further information on CES and course enrollment can be found on the AMSC website at <http://www.amsc.belvoir.army.mil/ces/>. A CES roadmap is located at Appendix I.

**5-2. Non-Commissioned Officer Education System (NCOES).** NCOES prepares Soldiers for higher decision-making and leadership responsibilities required for adaptable and competent Army operations. NCOES consists of the Advanced Leader Course (formerly the Basic Non-Commissioned Officer (NCO) Course) and the Senior Leader Course (formerly the Advanced NCO Course). The new curriculum focuses on critical thinking and problem-solving skills. See Appendix G for course enrollment information.

**5-3. Warrant Officer Education System (WOES).** WOES provides pre-appointment and leader development training that focuses on technical and tactical competence. WOES includes the Warrant Officer Candidate School, the Warrant Officer Basic Course, the Warrant Officer Advanced Course, the Warrant Officer Staff Course, and the Warrant Officer Senior Staff Course.

**5-4. Officer Education System (OES).** OES is the progressive and sequential education and training process for officers in the DA that begins in the pre-commissioning phase and

continues in schools at the entry level, captain level, intermediate command and staff level, and senior level. OES includes the Basic Officer Leader Course, the Captain's Career Course, the Intermediate Level Education, and advanced military study opportunities to include the Army War College.

## **Chapter 6 Career Training**

**6-1. Army Civilian Training, Education, and Development System (ACTEDS).** ACTEDS is a DA system which provides DA managers and careerists with policy and

supporting guidance for systematic, competency-based career planning and development. This system blends on-the-job training with formal education and classroom training, collaborative distance learning, developmental assignments, self-development activities, and training development opportunities to sustain and improve professionalism within the Army Civilian Corps.

a. Competitive Professional Development (CPD). The CPD program is defined as functionally tailored, significant developmental opportunities that occur in academic (university) programs, training-with-industry or planned developmental assignments that have been documented in the respective ACTEDS plans.

(1) Short-term training is FCR-sponsored for a maximum of 120 calendar days. Training may include professional workshops, seminars, and university classes.

(2) Long-term training (LTT) and education is training which an employee is assigned to on a continuous basis for more than 120 calendar days. The assignment may be at either government or non-government facilities. It may include both formal training programs and planned developmental assignments. Most SSC programs fall into this category. LTT and CPD programs must be identified on the IDP.

(a) Chief, Talent Management Division, HQ IMCOM is the primary liaison for all ACTEDS and other leader training requests.

(b) Interested candidates must apply through the chain of command up to the Chief Talent Management Division, HQ IMCOM for leadership programs such as SSC, DSLDP, DELDP, Army Congressional Fellowship Program, OPM Federal Executive Institute, Harvard Senior Executive Fellows, and other career progression programs for senior managers and executives.

(3) Training with industry provides training in industrial procedures and practices not available through military service schools or civilian education. This program provides the careerist with the opportunity to work and experience problems inherent to the business environment.

(4) Academic Degree Training (ADT).

(a) Training may not be authorized for the purpose of providing an employee with an opportunity to obtain an academic degree unless warranted under special provisions in [5 CFR 410.308](#) (Training to Obtain an Academic Degree).

(b) Selection for ADT will be made according to competitive procedures, based on critical shortages documented in accordance with requirements of [5 CFR 410.308](#). Managers may authorize academic training on a non-degree, course-by-course basis, for employees to develop competencies that meet identified training needs. Receipt of an academic degree or professional certification as a result of such training must be an incidental, by-product of the training. Continued service agreements are required. The employee must agree to serve three times the length of training for which was paid or attended while in pay status, during hours of normal scheduled tour of duty.

(c) The Assistant Secretary of the Army for Manpower and Reserve Affairs has is the only authority for approving Academic Degree Training, regardless of funding source (Memorandum, HQDA, G3/5/7, dated 17 Sep 09, subject: Academic Degree Training (ADT). Additional information can be found at <http://cpol.army.mil/library/train/catalog/ch04adt.html>.

b. Leader Development. [FM 6-22](#) (Army Leadership) includes civilians as an integral part of the Total Army Doctrine. The Doctrine defines leadership as “influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.” Leadership courses are included in the Army civilian leadership training core curriculum and provide essential leader training, progressively and sequentially parallel to military officers. Available courses can be found on the ACTEDS Web site and through the Civilian Education System (CES). (See Chapter 5)

c. ACTEDS Intern Program.

(1) Requirements for the ACTEDS intern program are determined through functional CPM channels. ACTEDS interns are on a separate student detachment table of distribution allowances at the Civilian Human Resources Agency for two years, with salary and training paid by centralized resources at HQDA.

(2) The ACTEDS interns will be trained in accordance with the master intern training plans (MITPs) stated in each career program ACTEDS plan found at <http://cpol.army.mil/library/train/acteds/index.html>. Interns may be provided additional training at local expense, or as approved and resourced by the CPM or CFM.

(3) Interns may be selected locally for training at local expense. Local interns will also be trained in accordance with the pertinent MITP.

d. Continuing professional education and training requirements can be found in the ACTEDS catalog and adhere to career training requirements to keep personnel current in the specific field.

e. Specific course and career development information may be found at <http://cpol.army.mil/train/catalog/index.html>.

**6-2. Army Continuing Education System (ACES).** ACES promotes lifelong learning opportunities for Soldiers and Families, and sharpens the competitive edge of the Army.

a. Basic Skills. The basic skills program provides Soldiers job-related instruction to improve basic educational competencies necessary for job proficiency, skill qualification, advanced schooling, and career progression. The Basic Skills program focuses on reading, writing, speaking, math, and science skills Soldiers need on the job for reenlistment and reclassification purposes, and in preparation for lifelong learning. Information may be found at <https://www.hrc.army.mil/site/education/FAST.html>.

b. Testing. The testing program is one of the primary counseling tools used to assist Soldiers in achieving professional and personal goals. Defense activity for non-traditional education support (DANTES) testing gives Soldiers the opportunity to earn college credits

free of charge by passing College Level Examination Program tests. Army Personnel Testing (APT) includes standardized tests to determine eligibility for specialized training and to support the Army's personnel selection and classification process, including language proficiency training. Information on DANTES testing may be found at [http://www.dantes.doded.mil/Dantes\\_web/DANTESHOME.asp](http://www.dantes.doded.mil/Dantes_web/DANTESHOME.asp). For information on APT testing, go to <https://www.hrc.army.mil/site/education/APT.html>.

c. GoArmyEd. GoArmyEd is the virtual gateway for Soldiers serving in the Reserves or on active duty to request tuition assistance online for classroom, distance learning, and eArmyU online courses. This portal automates the paper-based processes Soldiers conduct with the individual Army Education Counselor. For more information on GoArmyED, go to <https://www.goarmyed.com/login.aspx>.

d. eArmyU. eArmyU, administered by ACES, provides comprehensive educational support services to include program mentors, a 24/7 helpdesk, Internet service provider, e-mail account, choice of course-by-course (eCourse) or technology package (laptop) enrollment, tutorial services, and an online writing lab. eArmyU provides 100 percent tuition assistance to include books and course fees (up to the DoD-established per semester hour cap and annual tuition ceiling). For more information on eArmyU, go to <https://www.hrc.army.mil/site/education/earmyu.html>.

e. Credentialing Opportunities Online (COOL). The COOL system gives Soldiers an opportunity to find civilian credentials related to the military specialty and determine available programs that will help pay credentialing fees. For more information about COOL, go to the following Web site at <https://www.cool.army.mil/>.

f. Army College Fund (ACF). The ACF is an enlistment incentive option designed to aid in the recruitment of highly qualified Soldiers for critical or shortage military occupational specialties. The ACF supplements the basic Montgomery GI Bill entitlement. For more information about ACF, go to the following Web site at <https://www.hrc.army.mil/site/education/ACF.html>.

g. The ACES Web site is located at <https://www.hrc.army.mil/site/education/index.html> and provides links to continuing education opportunities for Soldiers.

### **6-3. Tuition Assistance**

a. Garrison Commanders may approve tuition assistance on a case-by-case basis for employees, subject to Federal, DoD, and Army regulatory requirements and funding availability. Selected courses must be directly related to job competencies or support a planned career or leader development objective that benefits the organization. Justifications as to job-relatedness must be provided to meet this criterion.

b. Training may consist of evening, weekend, and/or part-time courses. Funding granted for tuition assistance will be provided by the immediate employing organization. Covered expenses may include tuition and textbooks. Payment of travel or per diem rates, or miscellaneous expenses may also be considered.

#### **6-4. IMCOM Senior Leader Training**

a. General Officer Senior Commanders Course (GOSCC). GOSCC is a senior executive seminar for General Officer Senior Commanders (formerly known as Installation Commanders or Senior Mission Commanders), other general officers whose principal duty involves installation management, or Chiefs of Staff to General Officer Senior Commanders. AMSC hosts senior leaders from the Army Secretariat, HQDA IMCOM, and other major subordinate commands to discuss the strategic relationships between the Operational Army and Army installations. Additionally, GOSCC highlights the command and control relationships and oversight responsibilities senior commanders have with Garrison Commanders and staff during the execution of the six lines of effort (LOEs) in the Installation Campaign Plan. This four-day course is held at the AMSC campus, Fort Belvoir, Virginia, three times per year.

b. Garrison Pre-command Course (GPC). GPC is the branch-qualifying course for centrally-selected garrison commanders, and civilian deputies. This three-week course is held at the AMSC campus, Fort Belvoir, Virginia, four times per year. Students learn about daily decisions required to execute the six LOEs in the Installation Campaign Plan. Students learn to think about and apply new perspectives, through the use of seminar discussions, case studies, and practical exercises, that will enable students to become effective and efficient leaders, and understand their responsibilities for—

- (1) Financial management
- (2) Military and civilian personnel management
- (3) Facilities and infrastructure management
- (4) Contracting oversight
- (5) Support programs and service delivery to Soldiers and Families, civilians, retirees, and other customers
- (6) Relations with the surrounding community.

c. Garrison Command Sergeants Major Course (GCSMC). GCSMC is a required course for all Command Sergeants Major selected to serve as US Army Garrison Command Sergeants Major at installations. It runs concurrently with the GPC to emphasize the close relationship that should exist between Commanders and Command Sergeants Major. Students learn about daily decisions required to execute the six LOEs in the Installation Campaign Plan. This three-week course is held at the AMSC campus, Fort Belvoir, Virginia, four times per year. Students learn to think about and apply new perspectives, through the use of seminar discussions, case studies, and practical exercises, that will enable students to become effective and efficient leaders, and understand responsibilities for—

- (1) Financial management
- (2) Military and civilian personnel management
- (3) Facilities and infrastructure management

(4) Contracting oversight

(5) Support programs and service delivery to Soldiers and Families, civilians, retirees, and other customers

(6) Relations with the surrounding community.

d. Command Sergeants Major Force Management Course (CSMFMC). CSMFMC is required for CSMs serving in nominative positions, offered on a space available basis for GCSMs. CSMFMC is a 5-day course designed to familiarize selected Command Sergeants Major and Sergeants Major with determining force requirements and alternative means of resourcing Soldier training requirements to meet Army functions and missions. It is located at the Army Force Management School, Fort Belvoir, Virginia.

e. Directorate of Plans, Training, Mobilization, and Security Course (DPTMSC). DPTMSC is designed for Directors, Operations Officers, Plans Officers, Airfield Managers, and Security Officers assigned to the DPTMS. Students will have a better understanding of the support the garrison command team have in executing the Installation Campaign Plan. This two-week course is held at the AMSC campus, Fort Belvoir, Virginia, two times per year. Students learn to think about and apply new perspectives, through the use of seminar discussions, case studies, and practical exercises, that will enable students to effectively carry out responsibilities for DPTMS functions, including—

(1) Operations plans and orders

(2) Installation force protection and anti-terrorism operations

(3) Range, training area, and battle simulation center management

(4) Organizational training, training resource management, and training support center operations

(5) Contract management

(6) Mobilization of reserve component personnel and equipment

(7) Unit readiness operations and reporting

(8) Army airfield operations

(9) Chemical, biological, radiological, nuclear, and high explosive (CBRNE) response coordination

(10) Emergency management

(11) Intelligence and security operations

(12) Museum operations

(13) Educational services

(14) Coordination of force structure changes and force modernization

f. Law Enforcement Senior Leaders Course. This course is required for Sergeants Major serving in Directorate of Evaluation and Standardization positions. The 10-day course provides students with advanced concepts of managing law enforcement operations. The primary objective of this course is to promote effective and efficient antiterrorism, force protection, and law enforcement mission accomplishment through leadership development. The course is located at the U.S. Army Military Police School, Fort Leonard Wood, Missouri.

g. The Directorate of Public Works Management Orientation Course (DPWMOC). DPWMOC is required for Sergeants Major serving in Directorate of Public Works (DPW) positions. DPWMOC provides an orientation for the new DPW managers and key DPW staff. The course covers the administration, organization, functions, and management systems of the installation DPW. DPWMOC is a five-day course held at Huntsville, Alabama.

h. Executive Development for Directors of FMWR (DFMWR) Course. This course is required for all DFMWR and is the capstone course for FMWR professionals. Students will explore the macro environment (national political, social, and economic trends) and external environment (Congress, DoD, and HQDA guidance) to determine the impact on individual installations and FMWR operations. Successful financial management is requirement is required for planning innovative programs that meet customer needs in an environment with decreasing resources. Students will examine both the AF and NAF funding streams and sources and the rules and regulations that apply in order to link organization financial and performance measures. Students will study the legal and regulatory policy framework of the various personnel systems to compare and contrast the current systems to future systems to fully utilize FMWR human resources. This course provides students with the concepts and tools required to identify and evaluate data needed to make sound decisions concerning program delivery. Students will define and apply standards and measurements to evaluate FMWR programs and identify opportunities to build partnerships and other collaborative ventures inside and outside the installation. Students will apply management control techniques and analysis tools to arrive at approaches to solutions for redirecting strategies or resources to meet FMWR program standards for quality and accountability. Course details can be located at <http://www.mwraonline.com>.

i. Army Installation Antiterrorism/Force Protection Level IV Course (ATFP4). The ATFP4 course is an executive seminar designed to provide senior military and civilian executive leadership with the requisite knowledge for developing anti-terrorism (AT) policies and facilitate oversight of all aspects of the AT programs at the installation level. The course provides AT-focused updates, detailed briefings, panel discussions, and AT tabletop and consequence management exercises that support the execution of LOE in the Installation Campaign Plan. This four-day course is held at the AMSC campus, Fort Belvoir, Virginia, three times per year. The course provides strategic and operational-level information intended to enhance the AT perspectives, and operational and tactical-level decision-making considerations of Garrison Commanders (Colonel and Lieutenant Colonel) and CSMs, civilian deputies, and DPTMS chiefs. Principal topic areas include—

(1) Terrorists and terrorist tactics

(2) Joint Staff roles and relationships for AT or force protection (FP)

- (3) Khobar Towers lessons learned
- (4) IMCOM responsibilities for AT or FP
- (5) Intelligence support to the garrison
- (6) The National Response Framework, Defense Support to Civil Authorities, the National Incident Management System, and the Incident Command System
- (7) AT or FP resources for facilities, training, manpower, and programs
- (8) CBRNE threats and responses

j. Installation Force Protection Exercise (IFPEX) Program. The IFPEX Program is a collective training program for Garrison Commanders and staffs modeled after the Battle Command Training Program (warfighter) exercises conducted by the Combined Arms Center at Fort Leavenworth, Kansas. The purpose of IFPEX is to increase the technical proficiency of Garrison Commanders and the Installation Operations Center staff to coordinate with respective installation mission element staff and off-post federal, state, and local municipal agencies and organizations to respond effectively to terrorist attacks, severe weather events, or other natural or man-made disasters. IFPEX consists of three elements. The first element is a two-day training seminar presented to the Garrison Commander, garrison staff, and representatives from supporting organizations both on and off the installation. The focus is on subjects and skills identified as needing improvement by the local installation leadership. The second element is a two-day command post exercise (CPX), held approximately 90 days after the training seminar. CPX, in a simulated but stressful environment, allows Garrison Commanders and staffs to focus on FP practices, antiterrorism measures, and emergency management procedures within the initial operating capabilities. The third element of IFPEX is a Web-based, exportable FP training package designed to satisfy the training needs of smaller installations that are not scheduled for on-site seminars and CPXs, and to provide continuing training opportunities for installations that are scheduled. This training package consists of functional lessons and scenarios or vignettes that Commanders may use to teach and test staff to mimic the seminars and CPXs. The training package is updated routinely to incorporate changes in doctrine, new information, lessons learned, and best practices observed during the seminars and CPXs. The Web-based IFPEX materials are available with an AKO login and password at <http://www.amsc.belvoir.army.mil/academic/ifpex/>. Biennial IFPEX events are scheduled for selected garrisons by the HQ IMCOM G3/5/7, Emergency Services Division.

k. Leadership Team Awareness Course. This course is designed to allow senior leaders an opportunity to explore evolving human relations and equal opportunity or equal employment opportunity issues. The course gives managers an understanding of the impacts on unit cohesion and mission effectiveness. The course is five days in length and is located at the Defense Equal Opportunity Management Institute, Patrick Air Force Base, Florida.

l. Human Resources for Supervisors Course. Designed to provide participants with knowledge in the functions, responsibilities, procedures, and skills needed to effectively

operate in the management-employee relations arena. The course lasts for five days and may be scheduled at CPOC regions throughout the year.

m. Command Safety Course (CSC). Commanders are required to complete CSC per AR 385-10. CSC provides Commanders the tools to manage unit safety programs effectively and to incorporate composite risk management into all unit planning and activities. It is a multimedia, web-based distance learning course.

n. Senior Commander Spouse Course. This course provides senior spouses with the knowledge, skills, and resources necessary to support the Command team. Students will be provided with realistic senior spouse specific situations and scenarios to apply lessons learned. The FMWR Academy facilitates this program of instruction and the course is concurrent and integrated with GOSCC.

o. Enrollment information for senior leader courses is located at Appendix F.

**6-5. Master Resiliency Training (MRT).** MRT is part of the Army's Comprehensive Soldier Fitness Program. It is designed to enhance a Soldier's mind and mental thinking and focuses on the five dimensions of strength: emotional, social, spiritual, family, and physical. The course integrates three training efforts to target essential aspects of resilience: preparation, sustainment, and enhancement. The program promotes positive, strength-based, action-oriented principles and includes recurring themes of self-awareness, self-regulation, and positive leadership attributes. MRT is a 13-day course located at the University of Pennsylvania, Fort Jackson.



RICK LYNCH  
Lieutenant General, USA  
Commanding

## **Appendix A References**

### **Section I Required Publications**

**5 CFR 410** — Training

**Memorandum**, HQDA, G 3/5/7, 17 Sep 09, subject: Academic Degree Training (ADT)

**AR 350-1** — Army Training and Leader Development

**AR 350-10** — Management of Army Individual Training and Resources

**FM 6-22** — Army Leadership

**FM 7-0** — Training for Full Spectrum Operations

### **Section II Related Publications**

**Executive Order 11348** — Training of Government Employees

**5 USC 41** — Training

**5 CFR 412** — Executive, Management and Supervisory Development

**DoDI 2200.01** — Combating Trafficking of Persons

**DoD 1400.25-M** — Civilian Personnel Manual

**DoD 5500.7-R** — Joint Ethics Regulation

**AR 25-2** — Information Assurance

**AR 25-55** — Privacy Act

**AR 25-400-2** — Army Records Information Management System (ARIMS)

**AR 215-3** — Non-appropriated Funds Personnel Policy

**AR 380-5** — Physical Security/Classified Access Security Education Program

**AR 381-12** — Subversion and Espionage Directed against the US Army (SAEDA)

**AR 385-10** — The Army Safety Program

**AR 525-13** — Anti-terrorism Training

**AR 530-1** — Operational Security (OPSEC)

**AR 600-20** — Army Command Policy

**AR 600-85** — Army Substance Abuse Program (ASAP)

**AR 600-100** — Army Leadership

**AR 690-12** — Equal Employment Opportunity and Affirmative Action

**AR 690-400** — Training (Chapter 410), Human Resource Development

**AR 690-600** — Equal Employment Opportunity Discrimination Complaints

**AR 690-950** — Career Management

**DA Pam 25-403** — Guide to Record Keeping in the Army

**HQDA Letter 350-04-01** — Utilization of the Army's e-Learning Program

**IMCOM Reg 215-1** — Leader Development Assignment Program (LDAP)

**IMCOM Pam 600-1** — Workforce Development Program

**IMCOM Pam 600-2** — Orientation for New Employees (ONE)

**IMCOM Reg 690-5** — Civilian Executive Development Assignment Program

**Section III**  
**Prescribed Forms**

The following form will be published at a later date.

**IMCOM Form 8** — Individual Development Plan (IDP)

**Section IV**  
**Referenced Forms**

**SF 182** — Authorization, Agreement, and Certification of Training

**DA Form 87** — Certificates of Training

**DA Form 705** — Physical Fitness Test Scorecard

**DA Form 5500** — Body Fat Content Worksheet (Male)

**DA Form 5501** — Body Fat Content Worksheet (Female)

**DA Form 3349** — Physical Profile

## **Appendix B**

### **IMCOM Workforce Development Programs**

**Orientation for New Employees (ONE).** A new employee orientation program is required for all IMCOM employees. The orientation will be sponsored by the organization level that the employee is assigned (Headquarter, region, or garrison). Employee orientation will include a command-level briefing. The method in which the briefing is conducted is an indicator of the pride, professionalism, and genuine care and concern for people and people's welfare. The rights and responsibilities for initiating an Equal Employment Opportunity complaint will be provided to all new employees.

**Headquarters IMCOM Centralized Mentoring Program (HCMP).** HCMP is a one year competitive, structured, formal, centrally-funded, and managed program that targets GS-11 to GS-13 or equivalent employees. Selected employees will be matched with senior leader mentors. HCMP selects 30 mentee or mentor pairs annually. The program enhances employees' professional and career development, promotes opportunities for professional success, and encourages succession planning.

**IMCOM Fellows Program.** The Fellows Program is a five-year accelerated compensation for developmental position program to develop the next generation of Army civilian leadership. This recruitment program is designed to build a multifunctional, mobile team of highly-qualified employees. Fellows can expect to advance non-competitively to the target level of GS-12 or GS-13, through the intervening grade(s) of GS-9, GS-11, and GS-12 (if applicable), depending on the position for which selected for final placement. The program has transformed from an Army Materiel Command (AMC) only program to an Army program. The first two years are funded by the Army Civilian Training Education and Development System (ACTEDS). The last three years are funded by the permanent gaining command. The first 13 months includes coursework conducted at AMC's Logistics Leadership Center, Texarkana, Texas, and Texas A&M University (Texarkana), resulting in a Master's degree in Business Administration. Participants complete 47 months of rotational, developmental assignments in two occupational specialty areas after receiving the graduate degree. Success of the IMCOM Fellows Program requires the support of senior leadership, the mentoring and dedication of on-site rotational supervisors, and the HQ IMCOM Career Program Managers. The Workforce Development Division centrally funds, manages, and coordinates the training and rotational assignments for IMCOM Fellows, upon assignment at first duty location. Program details can be found at <http://www.imcom.army.mil/site/hr/wfd/fellows.asp>.

**IMCOM Army Civilian Training Education and Development System (ACTEDS) Intern Program.** IMCOM oversees IMCOM ACTEDS interns. The program is critical to IMCOM's mission, giving IMCOM the opportunity to maintain quality and diversity in the civilian workforce through its intern program. For a description of career programs and intern training plans, visit: <http://cpol.army.mil/library/train/acteds/>.

**Developmental Assignment Program (DAP).** DAP, for junior- and mid-level employees, provides multifunctional training and assignments that strengthen the experience of junior- and mid-level employees in preparation of broader responsibilities to develop well-rounded employees, and to improve organizational communication. The diverse assignment range offers employees opportunities in different functional areas, geographic locations, or organizational levels, and assignments may last three to six months.

**Leader Development Assignment Program (LDAP).** The LDAP is a proactive approach to managing and developing the Army Family, Morale, Welfare, and Recreation workforce for assignments to senior-leader positions and is centrally managed to leverage executive resources as enterprise assets. The LDAP is prescribed by IMCOM Regulation 215-1, dated 24 March 2009.

**Civilian Executive Development Assignment Program (CEDAP).** IMCOM established CEDAP to strategically manage rotational assignments for IMCOM key senior civilian employees and to provide career-broadening experiences to enhance their career progression and prepare them for more diverse leadership roles within the Command. The CEDAP initiative is prescribed by IMCOM Regulation 690-5, dated 23 April 2009.

**Career Field 29 (CF-29).** The Career Field 29 (CF-29) program promotes the career development of multi-skilled and adaptive leaders and increases the professional competencies of the Installation Management Community to facilitate the achievement of its mission. The Assistant Chief of Staff of Installation Management (ACSIM) is the CF-29 Personnel Proponent. The Executive Director for IMCOM is the CF-29 Functional Proponent

CF-29 membership consists of civilian professionals who possess a broad-based understanding of the complexities of the installation management business at each command level. These individuals are seeking to improve their competencies and attain diverse experiences required for senior installation management roles. CF-29 consists of such positions as the Deputy Director of IMCOM, IMCOM Region Directors, Region Installation Support Team Members, IMCOM Deputies to the Garrison Commanders, and Chiefs of the Plans, Analysis, and Integration Offices.

The CF-29 ACTEDS plan provides a guide for CF-29 careerists to acquire the competencies and experiences required for senior installation management positions. The plan also elaborates on the training, education, assignments, and self-development that Installation Management civilian professionals should pursue in order to improve their potential for CF-29 leadership roles.

The CF-29 Website serves as a font of career development resources for the program's membership. It includes the "CF-29 Road mapping Tool," which is an online utility that makes the content of the ACTEDS plan actionable. It results in a career roadmap and IDP that is designed to develop specific Installation Management competencies. It also includes other resources enabling the Installation Management Professional to fully explore Installation Management Community career development options.

**For further information on HQ IMCOM Workforce and Talent Management Programs go to <http://www.imcom.army.mil/hq/directorates/hr/workforce/>.**

## **Appendix C**

### **FMWRC Requirements**

1. All new MWR managers, as defined in the ACTEDS plan, complete the Family and MWR Basic Management Course within the first 6 months of employment and 100 per cent within the first year.
2. Program Managers complete the Family and MWR Academy Leadership and Development for Program Level Managers cross-functional courses within the first year of being assigned to the position.
3. Installation Family and MWR Division Chiefs complete the appropriate Academy Leadership and Management for Support Services Division, Child, Youth, and School Services Division, Business Division, and Army Community Service Division Chiefs.
4. Installation MWR Division Chiefs complete the Executive Leadership and Management for Family and MWR Division Chiefs cross-functional course within the first three to five years of assignment in the position.
5. Family and MWR employees complete other job related training as recommended for their career field.
6. Family and MWR On-boarding and Customer Service Training.
  - a. All Family and MWR employees must register in the Family and MWR Academy Online, <http://www.mwraonline.com>.
  - b. Complete the online Family and MWR Orientation and Operation Excellence Customer Service trainings within first 30 days on the job.
  - c. After completing the online trainings, attend the classroom Family and MWR Team Member Orientation within the first 30 days on the job.
  - d. Attend follow-on classroom Operation Excellence customer service training within 90 days on the job.
  - e. Attend annual classroom Operation Excellence customer service refresher training to maintain customer service competency and build higher-level skills.
  - f. For more information on the Family and MWR Onboarding model and customer service training requirements, see the implementation policy for the Family and MWR Customer Service Program, dated March 2010, available at <https://www.mwraonline.com/chooseexcellence/CustSvcPolicySOP.pdf>.
7. The ACTEDS plan for Family and MWR employees (including CF-51 and CF-34) provides training and development paths for both NAF and AF employees in the MWR career field. ACTEDS plans are located at <http://www.army.mil/fmwrc/actedts>.

8. Family and FMWR Academy. A catalog of courses is available at no cost to the workforce at <http://www.mwraonline.com>. This Website includes classroom and online courses as well as electronic performance support solutions.

**Appendix D  
IMCOM Civilian Mandatory Training Requirements**

**(NAME OF DIVISION)**

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Employee's Name \_\_\_\_\_  
 Branch \_\_\_\_\_ Position Title \_\_\_\_\_  
 Entry on Duty (EOD) Date \_\_\_\_\_ Position Grade \_\_\_\_\_  
 Supervisor's Name \_\_\_\_\_ Sponsor's Name \_\_\_\_\_

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***The Employee completes all mandatory training requirements within  
 60 days of the Entry on Duty (EOD) date  
 (If training was completed at another org and is up-to-date, enter  
 completion date –current organization should verify completion  
 by viewing a completion certificate)***

	<b>Completion Date</b>
Accident Avoidance Course (Per AR 385-10) <a href="https://safety.army.mil/crm/">https://safety.army.mil/crm/</a>	Annual as Required _____
Army Substance Abuse Program (Per AR 600-85) <a href="http://www.acasp.army.mil">http://www.acasp.army.mil</a>	Annual _____
Antiterrorism Training AT Level I (AR 525-13) <a href="https://atlevel1.dtic.mil/at/">https://atlevel1.dtic.mil/at/</a>	Annual _____
Combating Trafficking of Persons (DODI 2200.01) <a href="http://www.combat-trafficking.army.mil/">http://www.combat-trafficking.army.mil/</a>	Annual _____
Composite Risk Management Training (AR 385-10) <i>Go to <a href="https://safety.army.mil/training">https://safety.army.mil/training</a>            Click on "CRU II" on right side of screen; Enter your AKO ID and password            Click on "Courses" tab at the top of the page            Click "Safety and Composite Risk Management (CRM) Courses" under course catalog on the            right side of screen            Look for "2G-F104_DL, Composite Risk Management Civilian Basic Course"; click on "enroll"</i>	Annual _____
Constitution Day Training <a href="http://www.cpol.army.mil/library/nonarmy/constitutionday/course-choice.htm">http://www.cpol.army.mil/library/nonarmy/constitutionday/course-choice.htm</a>	Annual _____
Prevention of Sexual Harassment (POSH) (Per the following: Civil Rights Act (Title VII); Age Discrimination in Employment Act (ADEA); Rehabilitation Act (ADA); Equal Pay Act (EPA); No Fear Act; 29 C.F.R Part 1614 (Federal Sector EEO); Management Directive (MD) 110; AR 690-600 (EEO Disc Compl)	Every Two Years _____

No Fear Act Training (Per the following: Civil Rights Act (Title VII); Age Discrimination In Employment Act (ADEA); Rehabilitation Act (ADA); Equal Pay Act (EPA); No Fear Act; 29 C.F.R Part 1614 (Federal Sector EEO); Management Directive (MD) 110; AR 690-600 (EEO Disc Compl)	Every Two Years	_____
Emergency Preparedness <a href="http://www.training.fema.gov/EMIWeb/IS/is22.asp">http://www.training.fema.gov/EMIWeb/IS/is22.asp</a> (Copy and paste this website into Google. Click on the first selection, "IS22, Are you ready?" to take the training)	Varies	_____
Ethics Orientation & Training (DOD 5500.7-R, Joint Ethics Regulation)	Annual	_____
Freedom of Information Act (For officials/employees who implement FOIA) Per AR 25-55	As Required	_____
HIV/AIDs Training Under Secy of Defense Personnel and Readiness (P&R) Memo	Annual	_____
Information Assurance (IA) IA, required per AR 25-2, see para 4-3 for requirements - <a href="https://ssac.usarpac.army.mil/">https://ssac.usarpac.army.mil/</a> (sign in, take test and sign user agreement obtained by Directorate IMO or IASO)	Annual	_____
Operations Security (OPSEC) (AR 530-1)	Annual	_____
Physical Security / Classified Access Security Education Program (INFOSEC), required per AR 380-5, see Section II para 9-3	As Required	_____
Privacy Act Per AR 25-55	Varies	_____
SAEDA Required per AR 381-12, Training.	Annual	_____
SMARTPAY (Per 48 Code of Federal Regulations, for identified Government Purchase Card Holders only. See <a href="https://usarhaw.army.mil/docusaghi/gpc.htm">https://usarhaw.army.mil/docusaghi/gpc.htm</a> - click on RCO-HI GPC training)	Varies	_____
Sustainable Environmental Management Awareness (SEM) Training <a href="http://army.ecatts.com">http://army.ecatts.com</a>	Annual as Required	_____
Online SEM Registration <a href="https://www.us.army.mil/suite/doc/23053222">https://www.us.army.mil/suite/doc/23053222</a>		

Suicide Prevention Education                      Annual                      \_\_\_\_\_  
(AR 600-63) Please see your Directorate Training POC for DVD and other training materials.

Traffic Safety Training Program                      Annual                      \_\_\_\_\_  
(DODI 6055.04 and AR 385-10)

**Appendix E  
IMCOM Required Individual Training**

**(NAME OF DIVISION)**

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Employee's Name \_\_\_\_\_  
Branch \_\_\_\_\_ Position Title \_\_\_\_\_  
Entry on Duty (EOD) Date \_\_\_\_\_ Position Grade \_\_\_\_\_  
Supervisor's Name \_\_\_\_\_ Sponsor's Name \_\_\_\_\_

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***The Employee/Supervisor completes and reports all required individual training within 60 days of the Entry on Duty (EOD) date or as otherwise listed under each separate training requirement  
(If training was completed at another organization and is up-to-date, enter completion date – current organization should verify completion by viewing a completion certificate)***

***ALL EMPLOYEES (excluding DFMWR)***

	<b><i>Completion Date</i></b>
Orientation for New Employees (ONE), Phase I <a href="http://www.imcom.army.mil/hq/directorates/hr/workforce/one/">http://www.imcom.army.mil/hq/directorates/hr/workforce/one/</a>	_____
Orientation for New Employees (ONE), Phase II <a href="http://www.imcom.army.mil/hq/directorates/hr/workforce/one/jobsite_orient/">http://www.imcom.army.mil/hq/directorates/hr/workforce/one/jobsite_orient/</a>	_____
Orientation for New Employees (ONE), Phase III <a href="http://www.imcom.army.mil/hq/directorates/hr/workforce/one/organizational_awareness_training/">http://www.imcom.army.mil/hq/directorates/hr/workforce/one/organizational_awareness_training/</a> Formal Training: Registration through individual organization	_____
Personnel Evaluation System Training TAPES: <a href="http://www.army.mil/usapa/epubs/pdf/r690_400.pdf">http://www.army.mil/usapa/epubs/pdf/r690_400.pdf</a> NAF: No requirement	_____
CES Foundations Course	_____

**For employees hired after 30 SEP 2006 – the employee has 6 months to complete this training** – registration is through CHRTAS at:  
<https://www.atrrs.army.mil/channels/chrtas/default.asp>

## **SUPERVISORS**

In addition to the above, supervisors will also complete the following required individual training within the timelines prescribed for each of the listed requirements:

### **Completion Date**

Human Resources for Supervisors \_\_\_\_\_

CPAC-sponsored – enroll through CHRTAS at

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

***Course completion or enrollment is required within 90 days of EOD in a supervisory position.***

CES Basic Course \_\_\_\_\_

Enrollment for the CES Basic Course is through CHRTAS at

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

***Proof of course completion (or equivalency credit acceptance) is required within 1 year of EOD in a supervisory position.***

## **Appendix F Recommended Distributed/Distance/Online Learning Programs**

### **US Naval War College, College of Distance Education, Web-Enabled Program**

The Web-Enabled Program is offered to eligible students located throughout the world. The program is closely aligned with the College of Naval Command and Staff curriculum and the Fleet Seminar Program. The diploma program is designed to be completed in about 18-24 months. Because of the substantial amount of time required for each course, a request for enrollment constitutes the commitment on the part of the student of a minimum of two study periods of three or more hours each week. For further information on available courses and enrollment, visit <http://www.usnwc.edu/Departments---Colleges/Non-Resident-Curriculum/Web-Enabled-Program.aspx>.

### **US Air Force, Air University and Air Force Institute for Advanced Distributed Learning (AFIADL)**

As the intellectual and leadership center of the Air Force, Air University provides dynamic comprehensive education to prepare graduates to develop, employ, command, research, and champion air, space, and cyberspace power at all levels. The Program provides career-broadening courses to people throughout the Department of Defense and to civil service employees in all federal agencies. For further information on available courses and enrollment, visit <http://www.au.af.mil/au/catalogs.asp> or <http://www.au.af.mil/au/afiadl/>.

### **Federal Emergency Management Agency (FEMA), Emergency Management Institute**

The primary goal of the FEMA Emergency Management Higher Education Program is to work with colleges and universities, emergency management professionals, and stakeholder organizations to help create an emergency management system of sustained, replicable capability and disaster loss reduction through formal education, experiential learning, practice, and experience centered on mitigation, preparedness, response and recovery from the full range of natural, technological and intentional hazards which confront communities, States and the Nation. For further information on available courses and enrollment, visit <http://training.fema.gov/emiweb/edu/collegelist/>.

### **Public Health Foundation, Training Finder Real-time Affiliate Integrated Network (TRAIN)**

The Training Finder Real-time Affiliate Integrated Network, or TRAIN, is the nation's premier learning resource for professionals who protect the public's health. TRAIN is comprised of the national [www.train.org](http://www.train.org) site and participating TRAIN affiliate sites. Affiliate sites are managed by many state public health agencies, academic partners, and others. As TRAIN grows, it serves a larger portion of the U.S. public health workforce. TRAIN offers a variety of courses from prominent universities like Georgetown University, the University of North Carolina, Yale University, and others. For further information on available courses and enrollment, visit <https://www.train.org/DesktopShell.aspx?tabid=62>.

For additional distributed training and education opportunities visit the US Air Force's list at <http://www.au.af.mil/au/awc/awcgate/awc-pme.htm#distributed>.

## Appendix G

### Senior Non-Commissioned Officer Course Enrollment Information

**Command Sergeants Major Force Management Course:** Course details and registration information is located at <http://www.afms1.belvoir.army.mil/> or (703) 805-5926.

**Garrison Command Sergeants Major Course:** Course details and registration information is located at <http://www.amsc.belvoir.army.mil/cp/gcsmc/> or email: registrar@amsc.belvoir.army.mil or call (703) 805-4758/57; DSN: 655-4758/57.

**Law Enforcement Senior Leader Course:** Course enrollment should be coordinated through your installation ATRRS POC who will enroll the student through ATRRS at <https://www.atrrs.army.mil/> using School Code 191 and course number 7H-F64/830-F24.

**Directorate of Public Works Management Orientation Course:** Course enrollment should be coordinated through the Registrar's Office at [dll-ULC-Registrar@usace.army.mil](mailto:dll-ULC-Registrar@usace.army.mil) or Fax at (256) 895-7469.

**Directorate of Plans, Training, Mobilization, and Security Course:** Course details and registration information is located at <http://www.amsc.belvoir.army.mil/cp/dptmsc/>.

**Executive Development for Directors of Family and MWR (DFMWR) Course:** Course details and registration information is located at <http://www.mwraonline.com> or register at [mwraacademy@conus.army.mil](mailto:mwraacademy@conus.army.mil).

**Command Safety Course (CSC):** This is an online course that is located through the Combat Readiness/Safety Center Website at <https://safety.army.mil>.

**Leadership Team Awareness Course:** Course details and enrollment information is at <http://www.deomi.org/Education&Training/courselist.cfm> or call (703) 696-5444; FAX: (703)696-5652.

**Basic Management-Employee Relations Course:** Course schedules differ between various Civilian Personnel Operation Center (CPOC) regions throughout the year. You may search for your CPOC Region training calendar at <http://www.chra.army.mil/>.

**Senior Commander Spouse Course:** Course details and registration information is located at <http://www.mwraonline.com>.

## **Appendix H**

### **Internet Uniform Resource Locators (URLs)**

#### Distribution

<https://www.us.army.mil/suite/page/580767>

#### Records Management

<https://www.arims.army.mil>

#### Civilian Personnel On-Line (CPOL)

<http://cpol.army.mil/library/train/acteds/wg/>

[http://cpol.army.mil/library/train/acteds/CF\\_51/](http://cpol.army.mil/library/train/acteds/CF_51/)

#### Army Training Requirements and Resources System (ATRRS)

<https://atrrs.army.mil/>

#### Civilian Human Resources Training Application System (CHRTAS)

<https://atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

#### Digital Training Management System (DTMS)

<https://dtms.army.mil/>

#### DOD Executive Leadership Development Program (DELDP)

<http://cpol.army.mil/library/train/catalog/ch04deldp.html>

#### Defense Senior Leader Development Program (DSLDP)

<http://cpol.army.mil/library/train/catalog/ch04dsldp.html>

#### Senior Service Colleges (SSC)

<http://cpol.army.mil/library/train/catalog/toc.html>

#### Army Senior Fellows Program (ASFP)

<http://cpol.army.mil/library/train/catalog/ch04asfp.html>

#### CES courses

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

<http://www.amsc.belvoir.army.mil/ces/>

#### Academic Degree Training (ADT)

<http://cpol.army.mil/library/train/catalog/ch04adt.html>

#### ACTEDS Intern Program

<http://cpol.army.mil/library/train/acteds/index.html>

#### GoArmyEd

<https://www.goarmyed.com/login.aspx>

#### eArmyU

<https://www.hrc.army.mil/site/education/earmyu.html>

Credentialing Opportunities Online (COOL)

<https://www.cool.army.mil/>

Army College Fund (ACF)

<https://www.hrc.army.mil/site/education/ACF.html>

ACES

<https://www.hrc.army.mil/site/education/index.html>

The US Army Self Development Handbook

[http://usacac.army.mil/CAC2/CAL/repository/SDev\\_Handbook20.pdf](http://usacac.army.mil/CAC2/CAL/repository/SDev_Handbook20.pdf)

Army Distance Learning Program (TADLP)

<http://www.atsc.army.mil/accp/aipdnew.asp>

SmartForce/SkillSoft

<https://atrrs.army.mil/channels/eLearning/smartforce/>

IMCOM Fellows Program

<http://www.imcom.army.mil/site/hr/wfd/fellows.asp>

IMCOM ACTEDS Intern Program

<http://cpol.army.mil/library/train/acteds/>

Accident Avoidance Training

<https://safety.army.mil/crm/>

Army Substance Abuse Program

<http://acsap.army.mil/sso/pages/index.jsp>

Antiterrorism Training

<https://atlevel1.dtic.mil/at/>

Combating Trafficking of Persons

<http://www.combat-trafficking.army.mil/>

Composite Risk Management Training

<https://safety.army.mil/training>

Constitution Day Training

<http://constitutionday.cpms.osd.mil/>

Emergency Preparedness

<http://www.training.fema.gov/EMIWeb/IS/is22.asp>

Information Assurance (IA)

<https://ia.signal.army.mil/>

SMARTPAY

[http://webcache.googleusercontent.com/unclesam?q=cache:AG\\_uyH4pbAcJ:dodgpc.us.army.mil/BRIEFINGS/GSA%2520SmartPay%2520Conference%2520Brief-final.ppt+army+SMARTPAY&cd=1&hl=en&ct=clnk&gl=us](http://webcache.googleusercontent.com/unclesam?q=cache:AG_uyH4pbAcJ:dodgpc.us.army.mil/BRIEFINGS/GSA%2520SmartPay%2520Conference%2520Brief-final.ppt+army+SMARTPAY&cd=1&hl=en&ct=clnk&gl=us)

Sustainable Environmental Management Awareness (SEM) Training

<http://army.ecatts.com>

Orientation for New Employees (ONE), Phase I

<http://www.imcom.army.mil/hq/directorates/hr/workforce/one/>

Orientation for New Employees (ONE), Phase II

[http://www.imcom.army.mil/hq/directorates/hr/workforce/one/jobsite\\_orient/](http://www.imcom.army.mil/hq/directorates/hr/workforce/one/jobsite_orient/)

Orientation for New Employees (ONE), Phase III

[http://www.imcom.army.mil/hq/directorates/hr/workforce/one/organizational\\_awareness\\_training/](http://www.imcom.army.mil/hq/directorates/hr/workforce/one/organizational_awareness_training/)

Personnel Evaluation System Training

[http://www.army.mil/usapa/epubs/pdf/r690\\_400.pdf](http://www.army.mil/usapa/epubs/pdf/r690_400.pdf)

CES Foundations Course

<https://www.atrrs.army.mil/channels/chrtas/default.asp>

Human Resources for Supervisors

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

US Naval War College, College of Distance Education, Web-Enabled Program

<http://usacac.army.mil/blog/blogs/atsc/archive/2009/09/02/distance-learning-the-navy-war-college-way.aspx>

US Air Force, Air University and Air Force Institute for Advanced Distributed Learning (AFIADL)

<http://www.au.af.mil/au/catalogs.asp> or <http://www.au.af.mil/au/afiadl/>

Federal Emergency Management Agency (FEMA), Emergency Management Institute

<http://training.fema.gov/emiweb/edu/collegelist/>

Public Health Foundation, Training Finder Real-time Affiliate Integrated Network (TRAIN)

<https://www.train.org/DesktopShell.aspx?tabid=62>

Additional distributed training and education opportunities on US Air Force's list

<http://www.au.af.mil/au/awc/awcgate/awc-pme.htm#distributed>

Command Sergeants Major Force Management Course

<http://www.afms1.belvoir.army.mil/>

Garrison Command Sergeants Major Course

<http://www.amsc.belvoir.army.mil/cp/dptmsc/>

Leadership Team Awareness Course

<http://www.deomi.org/Education&Training/courselist.cfm>

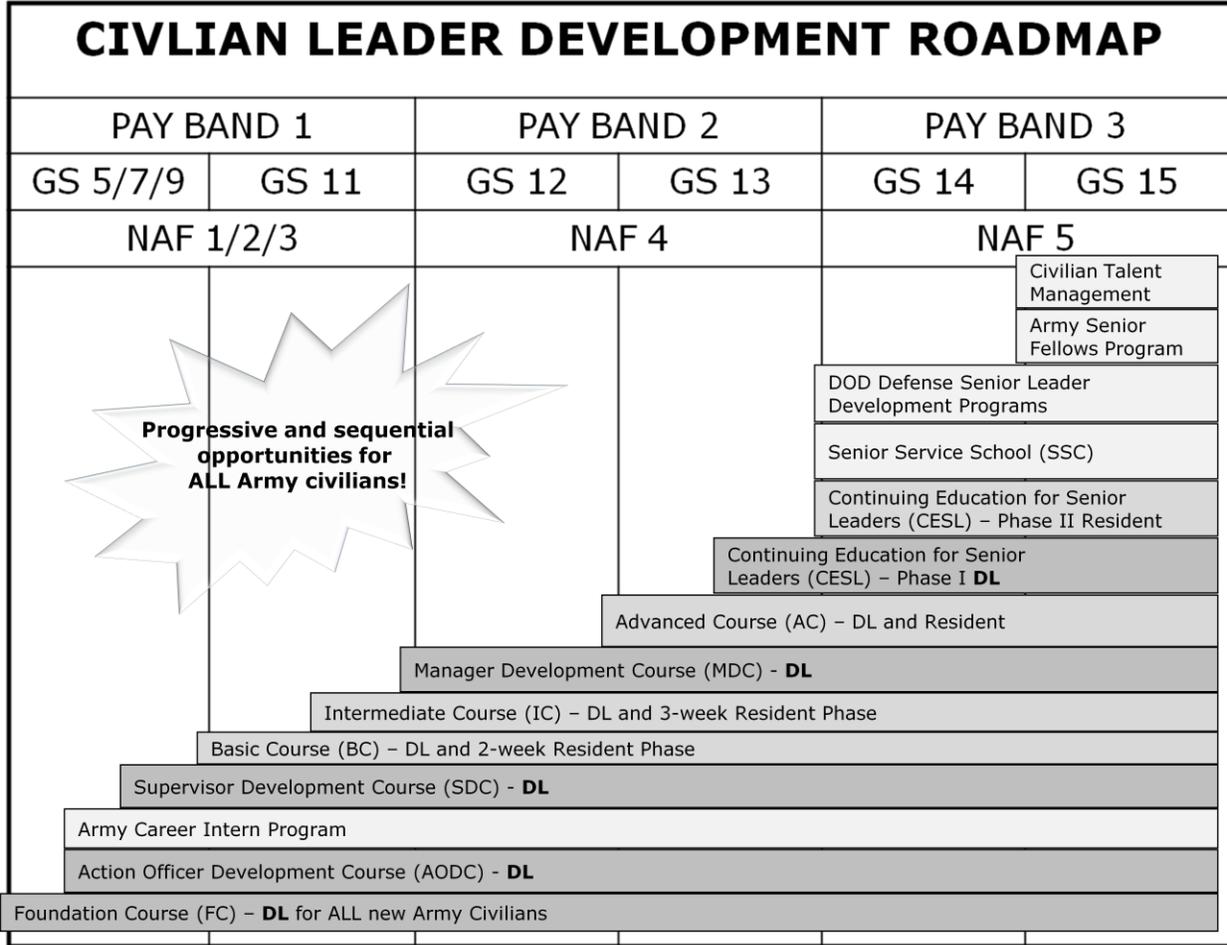
Basic Management-Employee Relations Course

<http://www.chra.army.mil/>

MWR ACTEDS Plans

<http://www.armymwr.org/hr/default.aspx>

**Appendix I  
Civilian Education System Roadmap**



## Appendix J Individual Development Plan (IDP) Guide

### GUIDE FOR INDIVIDUAL DEVELOPMENT PLAN

1. PURPOSE. This Appendix provides guidance on how to effectively employ an Individual Development Plan (IDP). An IDP is a performance improvement tool designed for civilian employees of the Installation Management Command (IMCOM). It is completed in partnership with the supervisor and the employee. When properly used, IDPs assist our civilian employees in reaching their career goals. This guidance outlines the definition and goals of an IDP, the responsibilities of the employee and supervisor in completing the IDP, and provides a step-by-step process for preparing an IDP.

2. INTRODUCTION. The use of IDPs is widely recognized in government and industry as a tool for member/employee professional development and for budgeting available training dollars. Using an IDP benefits both the employee and IMCOM. The employee learns about his or her personal and career needs and aspirations by identifying short- and long-term goals. By doing so, the employee identifies what he/she wants to achieve and what steps are needed to reach those goals. An IDP facilitates a partnership between the employee and supervisor by encouraging two way feedback and prompting clarification and discussion about the employee's development needs, setting goals and plans, and understanding how these goals and objectives tie into IMCOM's organizational goals and objectives.

**It is essential that the supervisor and employee work together on the IDP. Although the IDP is not a performance evaluation tool, the convenient time for the employee and supervisor to meet is at the beginning of the rating cycle or within 30 days upon entry in a new position/job or permanent change of station.**

3. DEFINITION. An IDP is a tool to help IMCOM civilian employees reach career goals within the context of organizational objectives. It is a developmental "action" plan to move employees from where they are to where they want to go. It provides the systematic steps to build on strengths and overcome weaknesses as employees improve job performance and pursue career goals. It is a tool for all employees regardless of rank or performance.

The most common objectives for having an IDP are to:

- Learn new skills and competencies to improve current job performance
- Maximize current performance in support of organizational requirements
- Increase interest, challenges, and satisfaction in current position
- Obtain competencies that will increase the potential for a promotion or change in grade, series, or field.

4. ROLES AND RESPONSIBILITIES. Both the employee and supervisor have important roles in the IDP process. IMCOM's success is directly attributed to the quality of its people. By encouraging IMCOM's people to grow beyond their current knowledge, skills, and abilities, IMCOM will be an "agency of employment choice" and will be able to keep pace in our rapidly transforming organization. IMCOM's ability to develop its people into a diverse, multi-skilled workforce depends on each person contributing to the process.

a. Employees are responsible for:

- Assessing past experiences, knowledge, skills, and abilities against the development objectives of IMCOM
- Drafting the initial plan by identifying short and long-range developmental needs and competencies and educational, training, and professional development sources to satisfy these requirements
- Preparing a proposed five-year timeline for accomplishing developmental activities
- Meeting with their supervisor at the beginning of their rating cycle to discuss and reach agreement on the objectives and specific plan for accomplishing the objectives
- Discussing and finalizing IDP during initial counseling for each rating period
- Satisfactorily completing all assigned reading, education, and developmental assignments.

b. Supervisors are responsible for:

- Educating the employees within their chain of command on the IDP process and to ensuring its use
- Performing a developmental needs assessment, in cooperation with the employee, to assist the individual in planning and formulating actions to successfully accomplish identified career objectives
- Analyzing the competencies of the employee
- Assessing IMCOM's short and long term needs, staffing needs, mission, changes in technology, and the employee's potential to meet those needs
- Determining what resources are available for employee development
- Meeting with the employee to provide feedback about developmental strengths and needs, coaching on possible developmental activities, and endorsing a development plan that addresses concerns by specifying, in detail, the goals and competencies needed for the present job and/or future positions
- Including projected training needs in the training plan
- Evaluating the development, activities, and training completed by each employee
- Discussing and finalizing the employee's IDP during the initial rating period

5. THE IDP FORM. The following guidance will assist in filling out the IDP form (Appendix H):

- Section A - General Information. Provide name, office symbol, position title, pay plan, series, grade/pay band, office symbol, e-mail address, and work phone
- Section B - Career Goals. State the short-term goals (achievable within 1-2 years) and long-term goals (achievable within 3-5 years). Goals can be written in any format. Employees can specify a rate, rank, position, series, and grade, if desired, or simply indicate the new qualification, skill title, or role the employee wishes to achieve. The more specific the plan, the better developmental activities can be identified to help reach the goal.
- Section C - Significant Training and Development Completed Since Last IDP. Identify all previous significant training, the source of the training, and the date completed. Significant training is defined as courses that are 40 hours in length. Basic mandatory

training courses such as: EEO, Safety, OPSEC, etc. need not be listed. Especially important are any leadership and management courses completed to include: Civilian Education System (CES) Foundation Course; Action Officer Development Course; Supervisor Development Course; OPM Course for New Supervisors; Managerial Development Course; CES Basic Course; CES Intermediate Course; CES Advanced Course; CESL; Senior Service College; or Federal Executive Institute courses.

- Section D - Development Goals. Identify those goals or competencies that are critical to achieving short- and long-term career goals. Identify a developmental activity for each targeted competency. Explore developmental activities in the areas of education (e.g. a college course in effective writing, speech, etc.), training (e.g., on-the-job training such as assisting in special work groups or projects), and professional self-development (e.g. reading, joining Toastmasters, or joining a professional organization). Articulate the outcomes desired in completing the particular training identified.

- Section E - Career Broadening/Job Rotational Assignments. Identify possible career broadening assignments that will allow the employee to become multi-skilled and acquire a diverse background. This can be within the current organization or with a higher-level agency such as an IMCOM Region Office, HQ IMCOM, or HQDA. Provide an acceptable start date and anticipated duration of the assignment. Finally, list the competency objectives to be attained in this new assignment.

- Section F - 5-Year Development Plan. Use some thought in completing this section. The objective should be to lay out a schedule that will permit the employee to sequentially develop the competencies and skills needed in progressing from the current level up to supervisory, manager, and executive levels; or from the current level to keeping current in one's subject matter. List by Fiscal Year (FY) what education, training, professional development, or career broadening assignments to be engaged in over the next five years. For example: An employee may want to take a college course this Fiscal Year. The following year he or she may want to attend a leadership or management course (e.g., CES Intermediate Course, etc.) The third and fourth year may be reserved for a career broadening assignment. The key is to request the right training at the right time in a career that builds upon the previous experiences and training.

- Section G - Signature. Both the employee and the supervisor need to sign and date the completed IDP.

6. SUMMARY. If the IDP is closely followed, one will see that there is no definite end - this is a lifelong learning experience. As IDPs are being implemented, new training needs will be identified and updated yearly, as well as the possibility of more defined goals. Acquiring new experiences, knowledge, and competencies will help to maximize the employee's potential, thus increasing the effectiveness and performance within IMCOM and the United States Army.

**Appendix K  
Sample IMCOM Form 8, Individual Development Plan (IDP) Template**

<b>INDIVIDUAL DEVELOPMENT PLAN (IDP) Installation Management Command</b>		IDP YEAR (FY) ____ (1 Oct - 30 Sep)	
		____ INITIAL IDP    ____ REVISED IDP	
<p>IMCOM Regulation 350-1, Training and Leader Development, requires that IDPs be prepared and maintained for IMCOM employees, and provides procedures and guidance on establishing IDPs. The IDP is drafted by the employee and annual rater to address training needs and career plans. The IDP should be generated in conjunction with the performance management review, and may be revised at any time. This tool provides employees with the opportunity to continuously improve in current job performance, prepare for opportunities for future career growth, and enhance the ability to further contribute to the organization. Civilian employees and supervisors are responsible for ensuring their education and training is correctly reflected in the Defense Civilian Personnel Data System (DCPDS) and that new training requirements are documented yearly through The Army Centralized Individual Training Solicitation (TACITS).</p>			
1. NAME (First Name/MI/Last Name)		2. OFFICE SYMBOL	
3. POSITION TITLE		4. PAY PLAN	5. SERIES/GRADE/BAND
6. E-MAIL ADDRESS		7. WORK PHONE (COM/DSN)	
<b>SECTION B – CAREER GOALS</b>			
8. SHORT TERM (1-2 years—identify your short-term career goals)			
SAMPLE			
9. LONG TERM (3-5 years—identify your long-term career goals)			
<b>SECTION C – SIGNIFICANT TRAINING AND DEVELOPMENT COMPLETED SINCE LAST IDP</b>			
<i>(Include government sponsored and self-development programs, activities, or academic courses/programs. If additional space is needed, attach additional page.)</i>			
10. NAME OF COURSES	11. SOURCE OF TRAINING	12. DATE COMPLETED	

**(TO BE PUBLISHED)**

<b>INDIVIDUAL DEVELOPMENT PLAN</b>			
<b>SECTION D – DEVELOPMENT GOALS</b>			
13. GOAL OR TARGETED COMPETENCY	14. DEVELOPMENT ACTIVITY – EDUCATION, TRAINING OR PROFESSIONAL DEVELOPMENT SOURCES	15. OUTCOME DESIRED	
<b>SECTION E – CAREER BROADENING/JOB ROTATIONAL ASSIGNMENTS</b>			
16. ASSIGNMENT			
17. PROJECTED START DATE			
18. DURATION			
19. COMPETENCY OBJECTIVES			
<b>SECTION F – 5-YEAR DEVELOPMENT PLAN</b>			
20. LIST COURSE TITLE/TRAINING BY FISCAL YEAR (FY)			
FY			
<b>SECTION G – SIGNATURES</b>			
21. EMPLOYEE SIGNATURE		DATE	
22. SUPERVISOR'S PRINTED NAME		DUTY PHONE	
23. TITLE		E-MAIL	
24. SUPERVISOR'S SIGNATURE		DATE	

**(TO BE PUBLISHED)**

## **Appendix L Procedures for Designating Training Approval Officials**

1. The following criteria apply to the designation of subordinate managers to act for officials with appointing authority for short-term (120 calendar days or less) training at non-government facilities. Under IMCOM's policy:

a. Designated managers must be line managers with significant responsibility for overall management of an organizational entity. Region Directors and Garrison Commanders/Managers must use prudent judgment in deciding whom they will designate to act for them to approve short-term training at non-Government facilities for their civilian employees.

b. Region Directors and Garrison Commanders/Managers must ensure that the designated managers complete appropriate training in proper procedures and responsibilities as a designated approving official before allowing the manager to approve any short-term non-Government training. This can be accomplished by completing the on-line Army Civilian Human Resources Agency (CHRA) training module on Delegated Training Authority, which can be found at the following website:  
<http://www.cpocma.army.mil/webcourses/Delegated%20Training%20Authority/index.html>.

Once at the website:

- 1) Follow the instructions to complete the training module
- 2) Print the last page that documents successful completion of the module
- 3) Attach a copy of the page to a short memo, signed and dated by the designated supervisor/manager, certifying that training was completed
- 4) File a copy with the designation memo, and maintain it on file for as long as the supervisor/manager is designated to act for the approving official

2. Region Directors and Garrison Commanders/Managers will prepare a memorandum (see sample at Appendix K) to document the designation, and maintain it in an appropriate file for the duration of the designation.

**Appendix M**  
**Sample Designation Memorandum for Training Approval Officials**

(Office symbol of designating official)

MEMORANDUM FOR (Name and title, series and grade of designated manager)

SUBJECT: Designation to Approve Short-Term Training at Non-Government Facilities

1. Reference IMCOM Regulation 350-1, Training and Leader Development, (date).
2. In accordance with the above reference, I designate you to act for me in approval of short-term (120 calendar days or less) training at non-Government facilities for civilian employees under your supervision. I am making this designation based on your successful completion of training in proper procedures and responsibilities as a designated approving official on (date). You may not designate any of your subordinates to approve short-term training at non-Government facilities in your absence. You will inform your subordinates that my designated official or I must approve all such training in your absence.
3. This designation will remain in effect for the duration of your employment in your present position, or until revoked by me, my successor(s), or another appropriate authority.

JOHN M. DOE  
COL, IN  
Garrison Commander

## **Glossary**

### **Section I Abbreviations**

<b>2Q</b>	2 <sup>nd</sup> Quarter
<b>AC</b>	Advanced Course
<b>ACES</b>	Army Continuing Education System
<b>ACF</b>	Army College Fund
<b>ACOM</b>	Army Command
<b>ACSIM</b>	Assistant Chief of Staff for Installation Management
<b>ACTEDS</b>	Army Civilian Training, Education and Development System
<b>ADT</b>	Academic Degree Training
<b>AEC</b>	Army Environmental Command
<b>AF</b>	Appropriated Fund
<b>AFIADL</b>	Air Force Institute for Advanced Distributed Learning
<b>AKO</b>	Army Knowledge Online
<b>AMC</b>	Army Materiel Command
<b>AMSC</b>	Army Management Staff College
<b>AODC</b>	Action Officer Development Course
<b>APT</b>	Army Personnel Testing
<b>ARIMS</b>	Army Records Information Management System
<b>ASFP</b>	Army Senior Fellowship Program
<b>AT</b>	Antiterrorism
<b>ATFP4</b>	Antiterrorism/Force Protection Level IV
<b>ATRRS</b>	Army Training Requirement and Resources System
<b>BC</b>	Basic Course
<b>CBRNE</b>	Chemical, Biological, Radiological Nuclear, and High Explosive

<b>CEDAP</b>	Civilian Executive Development Assignment Program
<b>CES</b>	Civilian Education System
<b>CESL</b>	Continuing Education for Senior Leaders
<b>CF</b>	Career Field
<b>CFM</b>	Career Field Manager
<b>CFR</b>	Code of Federal Regulations
<b>CG</b>	Commanding General
<b>CHRA</b>	Civilian Human Resources Agency
<b>CHRTAS</b>	Civilian Human Resources Training Application System
<b>COOL</b>	Credentialing Opportunities Online
<b>CoS</b>	Chief of Staff
<b>CP</b>	Career Program
<b>CPAC</b>	Civilian Personnel Advisory Center
<b>CPD</b>	Competitive Professional Development
<b>CPOC</b>	Civilian Personnel Operations Center
<b>CPM</b>	Career Program Manager
<b>CPX</b>	Command Post Exercise
<b>CSC</b>	Command Safety Course
<b>CSM</b>	Command Sergeant Major
<b>CSMFC</b>	Command Sergeants Major Force Management Course
<b>DA</b>	Department of the Army
<b>DAP</b>	Development Assignment Program
<b>DCG</b>	Deputy Commanding General
<b>DCPDS</b>	Defense Civilian Personnel Data System
<b>DELDP</b>	DoD Executive Leadership Development Program

<b>DFMWR</b>	Director of Family and Morale, Welfare and Recreation
<b>DL</b>	Distributed Learning
<b>DOD</b>	Department of Defense
<b>DPTMS</b>	Directorate of Plans, Training, Mobilization, and Safety
<b>DPTMSC</b>	Directorate of Plans, Training, Mobilization, and Security Course
<b>DPW</b>	Directorate of Public Works
<b>DPWMOC</b>	Directorate of Public Works Management Orientation Course
<b>DSLDP</b>	Defense Senior Leader Development Program
<b>DTMS</b>	Digital Training Management System
<b>EEO</b>	Equal Employment Opportunity
<b>EO</b>	Equal Opportunity
<b>EOD</b>	Entry on Duty
<b>FC</b>	Foundation Course
<b>FCR</b>	Functional Chief Representative
<b>FEMA</b>	Federal Emergency Management Agency
<b>FM</b>	Field Manual
<b>FMWRC</b>	Family and Morale, Welfare and Recreation Command
<b>FP</b>	Force Protection
<b>FY</b>	Fiscal Year
<b>GOSCC</b>	General Officer Senior Commanders Course
<b>GPC</b>	Garrison Pre-Command Course
<b>GS</b>	General Schedule
<b>HCMP</b>	Headquarters Centralized Mentoring Program
<b>HQ</b>	Headquarters
<b>HQDA</b>	Headquarters, Department of the Army

<b>IC</b>	Intermediate Course
<b>IDP</b>	Individual Development Plan
<b>IFPEX</b>	Installation Force Protection Exercise
<b>IMCOM</b>	Installation Management Command
<b>ITR</b>	Individual Training Record
<b>LDAP</b>	Leader Development Action Plan
<b>LN</b>	Local National
<b>LOE</b>	Line of Effort
<b>LTT</b>	Long Term Training
<b>MDC</b>	Manager Development Course
<b>MITP</b>	Master Intern Training Plan
<b>MWR</b>	Morale, Welfare and Recreation
<b>NAF</b>	Non-appropriated Fund
<b>NCO</b>	Non-Commissioned Officer
<b>NCOES</b>	Noncommissioned Officer Education System
<b>NSPS</b>	National Security Personnel System
<b>OACSIM</b>	Office of the Assistant Chief of Staff for Installation Management
<b>OES</b>	Officer Education System
<b>ONE</b>	Orientation for New Employee
<b>POC</b>	Point of Contact
<b>POM</b>	Program Objective Memorandum
<b>PME</b>	Professional Military Education
<b>SDC</b>	Supervisor Development Course
<b>SMDR</b>	Structure and Manning Decision Review
<b>SSC</b>	Senior Service College

<b>TACITS</b>	Total Army Centralized Individual Training Solicitation
<b>TRAIN</b>	Training Finder Real-time Affiliate Integrated Network
<b>WOAC</b>	Warrant Officer Advanced Course
<b>WOBC</b>	Warrant Officer Basic Course
<b>WOES</b>	Warrant Officer Education System

**Section II  
Terms**

This section contains no entries.

**Section III  
Special Abbreviations and Terms**

This section contains no entries.