



UNITED STATES MARINE CORPS

MARINE CORPS BASE  
QUANTICO, VIRGINIA 22134-5001

MCBO 12410.2  
CHRO-Q/p  
8 Apr 91

MARINE CORPS BASE ORDER 12410.2

From: Commanding General  
To: Distribution List

Subj: CIVILIAN EMPLOYEE TRAINING AND DEVELOPMENT PROGRAM

Ref: (a) FPM/CPI 410 (NOTAL)  
(b) FPM/CPI 411 (NOTAL)  
(c) Executive Order 11348 (NOTAL)  
(d) OPNAVINST 12412.3 (NOTAL)

Encl: (1) Training Through Nongovernment Facilities  
(2) Training Priorities and Resources  
(3) Preparation of DD Form 1556  
(4) Sample Individual Development Plan  
(5) Selection and Assignment Criteria

1. Purpose. To publish policy and procedures for the training and development of Civil Service employees, and to delegate program implementation authority per the references.

2. Cancellation. MCCDCO 12410.2.

3. Policy. It is the policy of this Command to provide, within available financial resources, training and development of employees for efficient performance of official duties and as required by law or regulation, and to encourage and accommodate employees to the maximum extent practicable in their self-development efforts.

4. Definitions. For purposes of this Order, identified terms have the following meanings:

a. Activity Training Plan (ATP). The document which identifies all employee training and development to be conducted or offered during a fiscal year. The ATP gives direction to military and civilian managers/supervisors throughout the Command and its tenant activities, to financial management officials, and to the Employee Development staff to assure that their individual efforts in employee training and development culminate in a unified plan of action.

b. Employee Development. The continuing growth of employees in their profession or occupation during their career.

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c. Employee Self-Development. Those learning experiences initiated and undertaken by the individual, without cost to the Government, to increase, expand, or strengthen skills, knowledge, and abilities, for the purpose of becoming more occupationally competent, and/or to enhance the individual's qualifications for promotion. Studies toward a high school equivalency certificate or diploma and undergraduate/graduate studies are considered to be in this category.

d. Management Development. The training and development of current managers (GS 13-15 or WG equivalent) and of employees identified as having strong managerial potential.

e. Individual Development Plan (IDP). A document which identifies formal training, self-development efforts, and **work-**related learning experiences planned for individual employees during the period of time specified in the plan. If a plan leads to promotion for the employee, the IDP will also identify the entrance grade, target grade, and any intermediate progression.

f. Official Duties. Those authorized duties which an employee is currently performing or those which the employee could reasonably be expected to perform in the future. This includes potential duties in a different job at the same or higher level than the one currently held by the employee, as officially recognized by the supervisor.

g. Professional Meetings. Professional meetings are conferences, seminars, and similar activities which cover functions or missions of the Marine Corps or Department of the Navy (DON) or which contribute to improved performance, supervision, or management of those functions or missions. Meetings of professional societies held during or after normal working hours are included in this definition. These meetings afford excellent learning experiences for employees in their occupational or professional growth. Attendance at government expense may be approved when the primary purpose for attendance is training or developmental in nature.

h. Career Programs. A system for the selection, development, and assignment of personnel within a specified career field.

i. Training By, In, or Through Government Facilities. Training that is conducted by civilian or military personnel acting in their official capacities, and on property owned or substantially controlled by the Government.

j. Training By or Through Nongovernment Facilities. All approved training other than that described in the preceding paragraph. Guidance on the use of nongovernment training resources is provided in enclosure (1).

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k. Mandatory Training. Training that has been determined to be germane to the employee's job performance by this Command and/or higher authority in order to meet present and future mission requirements effectively and efficiently.

5. General. Employee training and development are necessary mission support functions requiring the joint efforts of line and staff management and employees.

a. The majority of training takes place at the work site in the form of supervisory instruction to employees on how to perform their duties. Such training consists of indoctrinating new employees in their jobs; indoctrinating employees in new or revised job procedures; and correcting employee job performance. Although excluded from formal reporting requirements, this training requires proper planning and a high quality of instruction.

b. Employee training and development needs which cannot be met through on-the-job instruction are to be reported on the annual training needs survey. Training priorities and sources of training are discussed in enclosure (2). DD Form 1556 is used to nominate employees for training and for attendance at professional meetings constituting training. Instructions on the use and preparation of this form are discussed in enclosure (3).

6. Mandatory Civilian Personnel and Equal Employment Opportunity (EEO) Training

- a. New employee orientation.
- b. EEO training for supervisors and managers.
- c. Civilian Employee Assistance Program.
- d. Drug-Free Workplace training.

e. Given within the supervisory probationary period, basic supervisory training is designed to develop the following core competencies in new supervisors:

- (1) Personnel management skills.
- (2) Communication skills.
- (3) Basic management skills.

f. Advanced supervisory training.

g. Labor Relations training (including training on applicable labor agreements).

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h. **Management Development.** (Based upon assessment of the managerial competencies of newly-selected managers.) At a minimum, new managers must have, or develop, competency in the following areas:

(1) Integration of internal and external program policy issues.

(2) Organizational representation and liaison.

(3) Direction and guidance of programs, projects, or policy development.

(4) Acquisition and administration of financial and material resources.

(5) Utilization of human resources.

(6) Review and implementation of results.

i. Performance management systems.

j. Safety.

k. New programs as required by higher authority.

l. Prevention of Sexual Harassment (POSH).

m. Orientation for military supervisors of civilian employees.

n. Security (including computer security and security of **personnel** and property).

o. Standards of Conduct/Government Ethics.

p. Acquisition/supply.

7. **Onsite Training.** When analysis of the automated data processing (ADP) indicates a widespread need for a specific type of training, efforts will be made to contract with an appropriate vendor to hold classes on site in order to reduce overall training costs. If **onsite** training is offered, the cost will be prorated among units with employees in attendance. Those units who have previously identified a need for the training will be assigned quotas per information contained in the ATP before nominations will be accepted from other units. If a minimum number of attendees are not available locally, other **DoD** and/or government agencies within the commuting area will be offered quotas on a pro-rata cost basis. Units may also be asked to share the cost of sending one or two employees with subject matter expertise to "train-the-trainer" classes designed to develop local certified instructors to meet specific training needs in such areas as procurement integrity, personnel, EEO, ethics, etc. Civilian

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employees and military members with experience and expertise in specific programs where a training need has been identified may be utilized as instructors for courses or segments of **onsite** courses covering these programs with the approval of their supervisors.

#### 8. Individual Development Plan (IDP)

a. An IDP will, if appropriate, be developed for each employee at the time of the annual performance appraisal and counseling session using the format in enclosure (4). It should include realistic, pertinent short-term and long-range actions to be accomplished in the employee's training and development.

b. **IDP's** are mandatory for the following categories of personnel:

(1) Probationary supervisors and managers.

(2) Upward Mobility trainees.

(3) Career management trainees.

(4) Trade trainees.

(5) Veterans appointed under the Veterans Readjustment Authority (VRA).

c. **IDP's** reflecting required ongoing and refresher training should also be prepared for journeyman-level employees in career fields (financial management, personnel management, supply management, etc.). Training plans for these employees should include training and developmental assignments designed to keep the employee current in the theory and practice of the career field.

d. **IDP's** are generally prepared jointly by an employee development specialist, the trainee, and the trainee's supervisor. When similar documentation is required for more than one program, one IDP can be used.

#### 9. Responsibilities

a. Head, Civilian Personnel Branch (CPD). Give direction to the employee training and development program and integrate that program with the overall civilian personnel administration program.

b. Head, Labor/Employee Relations and Employee Development Section, CPB. Act as principal staff agent for employee training and development and:

(1) Approve nominations for training and development as listed in the ATP, including that which is by, in, or through nongovernment facilities, and approve employee attendance at professional meetings.

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(2) Conduct annual training needs surveys and help management officials identify training needs and establish priorities.

(3) Working with training coordinators and budget personnel, project costs for civilian training based upon needs identified in the annual survey and provide estimated cost data to fund administrators for use in budget preparation.

(4) Prepare and publish the ATP.

(5) Provide and arrange for ATP-identified training by the most cost efficient method.

(6) Review training nominations for validity, to include eligibility of nominee and availability of approved funds. Ensure that training cannot be accomplished in a more economical manner.

(7) Certify job-relatedness and cost effectiveness of **non-**government training sources.

(8) Assist with and advise on the preparation of **IDP's** for approval of appropriate management officials. Monitor employees' progress in **IDP's**.

(9) Serve as program administrator for career management programs and trade training programs.

(10) Ensure that opportunities are made available to fulfill mandatory training requirements.

(11) Provide advisory and counseling service for employees seeking self-development.

(12) Evaluate the results of training.

(13) Establish appropriate administrative controls.

(14) Ensure mandatory training quotas are filled.

(15) Provide quarterly statistical data to the Deputy Equal Employment Opportunity Officer (DEEEO) regarding the number of employees receiving training.

**c. Training Coordinators.** Training coordinators are designated by the Deputy Commander for Warfighting; Deputy Commander for Training and Education; Division Directors under the Commanding General, Marine Corps Combat Development Command (MCCDC); Directors of the Intelligence Center, Marine Corps Operational Testing and Evaluation Activity and Marine Corps Central Design and Programming Activity; Commanding Officer, Marine Corps Air Facility; Health Care Advisor; Dental Care Advisor; and Commissary Officer. The role of training coordinators

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is to administer, plan, and **followup** on all civilian training matters. To function effectively, they must be in a key administrative position, having direct access to the functional manager concerned, and able to coordinate all training actions with the Employee Development staff, Civilian Personnel Branch.

d. Military and Civilian Supervisors of Civilian Personnel

- (1) Decide the training needs of their employees.
- (2) Counsel employees on available training opportunities, particularly encouraging attendance at **onsite** or other lower cost opportunities meeting training needs.
- (3) Complete **IDP's** for subordinates within 45 days of appointment to positions requiring them.
- (4) Give continuing OJT to subordinates.
- (5) Provide reasonable opportunity for employees to attend required and approved training and ensure that the training is subsequently used by the employee.
- (6) Ensure that employees are given fair and equitable consideration in selection for training without regard for race, religion, color, national origin, age, or sex. Selection for training criteria are provided in enclosure (5).
- (7) Initiate any actions for failure by employees to attend or complete approved training. Approval to attend the same training course a second time will normally not be given.
- (8) Evaluate training courses attended by their employees by completing copy nine of DD Form 1556 within five days after training for eight hours or more duration and forwarding to Head, Labor/Employee Relations/Employee Development Section, CPB.
- (9) Encourage employees in self-development efforts.
- (10) Provide input for the ATP. The ATP is developed annually, projecting training and development requirements for the ensuing fiscal year.

e. Employees. Employees stand to gain from their own development and are responsible for pursuing self-development activities to acquire new or increased skills, knowledge, and abilities. Supervisors and the staff of the CPB are available to give information on self-development interests. Employees must submit evidence of their self-development activities to the CPB for recording in their official-personnel records.

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f. Deputy Equal Employment Opportunity Officer (DEEEO). Educate managers, supervisors, and employees regarding their roles and responsibilities in ensuring the existence of EEO in all personnel practices, policies, and procedures. Specifically:

(1) Determine and report training needs of EEO program officials, including counselors and EEO committee members, to the Head, CPB on the annual training needs survey.

(2) Determine the required EEO training needs of managers, supervisors, and employees; coordinate scheduling and administrative support of training to meet those needs with the Head, Labor/Employee Relations and Employee Development Section, CPB; plan, develop, and conduct EEO training; evaluate the effectiveness of training provided; and, submit reports to the Head, CPB on all EEO program training conducted or hosted locally, giving title of training, number of hours, dates, and personnel who attended and their office location.

(3) Analyze training data to determine the rate of participation by minorities and women in the training program.

g. Safety Manager, Security Manager, and Contracting Officer. Report safety and security training and training required by the Procurement Integrity Act of 1989 to be conducted or hosted locally for civilian employees to the Head, CPB on the annual training needs survey. Submit reports to the Head, CPB on all such civilian training actually conducted or hosted locally, giving title of training, dates, number of hours, and names and office locations of attendees.

10. Action. Deputy Commander for Warfighting; Division Directors under the Deputy Commander for Training and Education; Division Directors under the Commanding General, MCCDC; Directors of the Intelligence Center; Marine Corps Operational Testing and Evaluation Activity; and Marine Corps Central Design and Programming Activity; Commanding Officer, Marine Corps Air Facility; Health Care Advisor; Dental Care Advisor; and the Commissary Officer will:

a. Identify training and development needs of appropriated fund employees and report same to the Head, CPB on the annual training needs survey.

b. Budget to meet the identified training needs of civilian employees in the most economical manner, using cost data developed by training coordinators and CPB training staff.

c. Cooperate in efforts to provide high quality training at the lowest possible cost by supporting cost sharing for provision of on-site training, "train-the-trainer" programs, and other cost reduction efforts. Encourage subordinate staff members with needed expertise in a subject area of needed training to volunteer as program instructors.

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d. Submit reports to the Head, CPB on all training conducted internally, excluding informal OJT, giving title or type of training, dates, number of hours, and names and office locations of employees attending.

e. Ensure that personnel attend mandatory training classes as scheduled.

f. Accommodate permanent employees' self-development efforts to the maximum extent practicable through temporary change in hours of work and/or liberal leave approval, keeping in mind workload and fairness to other employees.

g. Ensure all supervisors are thoroughly familiar with the contents of this Order and that it is made available to employees upon request.

  
C. N. PASTINO  
By direction

DISTRIBUTION: A plus 4 (100)

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## TRAINING THROUGH NONGOVERNMENT FACILITIES

1. Reauirements. Training will be provided as practicable by government facilities. The use of nongovernment facilities is encouraged where the need exists and where it can be clearly demonstrated that the use of nongovernment facilities is superior. It should be determined that:

a. Nongovernment training is essential to supply skills and knowledge which are needed by the Command and are not available presently or in the foreseeable future among its work force.

b. Existing programs within the Command or elsewhere in the government are inadequate or the use of such government programs would be more expensive because of factors such as distance or time.

2. Prohibited Uses

a. Training of government employees may not be arranged with nongovernment facilities which are known to practice discrimination in the admission or subsequent treatment of students because of race, sex, color, age, religion, or national origin.

b. Federal regulations prohibit the selection and assignment of an individual for training through a nongovernment facility for the purpose of qualifying that employee for promotion to a position for which a fully qualified and suitable employee is reasonably available. This includes allowing an employee to attain an academic degree in order to qualify for appointment to a position for which the academic degree is a basic requirement.

c. Selection of an employee for training for the sole purpose of attaining an academic degree is prohibited.

3. Determinins the Source of Training. A source comparison is to be done for each training instance in a nongovernment facility when the total cost exceeds \$500. The following criteria will be used by the Head, Labor/Employee Relations and Employee Development Section for approving nongovernment training sources/facilities:

- a. Ability to meet identified training needs.
- b. Quality of training, including methods.
- c. Cost effectiveness of location of training.
- d. Timeliness of training.

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e. Total discounted price of training.

4. Continued Service Agreement. Employees assigned to training in excess of 80 hours in a single program through a nongovernment facility for which the Command pays all or part of the nonsalary costs must agree in writing to continue in the employment of the government for a period of time as determined by regulations. If the employee leaves before the expiration of the period of agreed service, the employee will reimburse the training expenses. A Continued Service Agreement is not required for:

a. Training provided by manufacturers as a part of normal service incident to initial purchase or lease of their products.

b. Training through correspondence courses.

c. Training that involves no expense other than pay.

ENCLOSURE (1)

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## TRAINING PRIORITIES AND RESOURCES

1. Priorities. The following priorities will be observed in identifying training needs and in preparing the annual Activity Training Plan (ATP).

a. Priority I. Training which must be accomplished in the ensuing annual training cycle to avert a direct adverse effect on mission accomplishment. Also, training which is required by law or regulation. Examples of Priority I type training are:

(1) Training in the operation and/or maintenance of new equipment, without which the equipment could not be placed in service and a critical function could not be performed.

(2) Upward Mobility training as required by law.

(3) Training for new first-level supervisors required by the Office of Personnel Management (OPM) and Department of the Navy (DON) regulations.

(4) Training under formal career management programs and formal trade-craft training programs as a prerequisite for advancement under career promotion regulations.

(5) Training required to comply with a negotiated labor management agreement.

(6) Training for new equal employment opportunity (EEO) counselors as required by DON regulations.

(7) Safety training for civilian personnel at all levels.

b. Priority II. Training required for systematic replacement of skilled employees through development programs which, if deferred beyond the ensuing training cycle would have an adverse effect on mission accomplishment in the period following. Examples of Priority II type training are skills update training and management and supervisory development training.

c. Priority III. Training required for an employee who is performing at an adequate level of competence, but will increase individual efficiency and productivity and may be accomplished after Priority I and Priority II needs have been met. The delivery of Priority III training need not be delayed until after all other training has been completed. Resources must be allocated in the order of training priorities.

ENCLOSURE (2)

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2. Sources of Training. Generally, in identifying sources for obtaining training, the order of consideration will be: Command, DON, DoD, other Federal agencies, and nongovernment. Capability of sources to provide training needed and overall costs will obviously influence final selections.

a. Training and Development through Correspondence Study. The military services offer a wide variety of courses through their correspondence course centers. Some formal school courses are also available through correspondence study. There is little or no cost for correspondence courses except those offered by OPM and the Naval Facilities Engineering Command. Course catalogs are maintained by and are available in the Labor/Employee Relations and Employee Development Section.

b. Civilian Personnel Branch (CPB). The Civilian Personnel Branch routinely provides or sponsors training in civilian personnel administration. This includes new employee orientation, training for new first-line supervisors, pre-retirement planning, skills training, and personnel management for supervisors covering such topics as staffing, discipline, leave, labor-relations, classification, and performance ratings. Based upon annual training needs surveys, the CPB may also host other training through DON, DoD, or nongovernment resources when it is more economical to conduct the training locally. Courses on records maintenance, directives preparation and disposition, and naval correspondence practices will be coordinated with other Command training resources.

c. Deputy Equal Employment Opportunity Office (DEEOO). The DEEOO arranges, coordinates, conducts, and reports on all mandatory EEO training, including EEO awareness, developing affirmative action program plans, sexual harassment, counselor training, special emphasis programs, and EEO performance standards.

d. Career Program Courses. The following career programs for civilian employees have been established and formalized: financial management; procurement, quality, and reliability assurance; civilian personnel administration; and supply management. Each career program manual or directive lists those courses relevant to the career field.

e. Office of Civilian Personnel Management (OCPM), DON. The OCPM and its field divisions conduct seminars in civilian personnel and EEO management and administration.

f. Marine Corps Engineer School and Marine Corps Service Support Schools. Civilian employees may be nominated to attend relevant courses conducted by these schools on a space available basis. The Marine Corps Formal Schools Catalog, NAVMC 2771, contains course descriptions. The Marine Corps Service Support Schools also conducts a two-week Instructor Training Course which may be attended on a space available basis.

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**g. Defense Management Education and Training (DMET).** This program consists of 20 schools, primarily service-operated, offering training in a variety of subjects in the broad area of management. DoD Catalog 5010.16 contains course descriptions.

**h. Office of Personnel Management (OPM).** The Regional OPM Training Center conducts five training institutes offering a variety of courses within areas of study suggested by the institute titles: Communication Skills Institute, General Management Institute, Personnel Management Training Institute, and Personnel Labor Relations Training Institute. Course catalogs are available in the Labor/Employee Relations and Development Section.

**i. Nongovernment Facilities.** This category of training resources includes educational institutions, state or local governments, training firms, and manufacturing or product merchandising firms.

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## PREPARATION OF DD FORM 1556

1. General. DD Form 1556 is a multipurpose form for requesting, authorizing, and certifying all civilian training, including professional meetings as discussed in the basic Order. Forms may be obtained from the Self-Service.
2. Procedures. DD Form 1556 will be prepared and sent at least five weeks in advance of the course through respective training coordinators to the Employee Development Officer, Civilian Personnel Branch (CPB).
3. Instructions. Complete DD Form 1556 as follows:
  - a. Section A - Trainee Information. Complete Items 2, 3, 4, 7, 8, 11, and 12.
  - b. Section B - Training Course Data. Complete Items 15a and b, 16b, 17a, 18a and b, and 19a, b, and c.
  - c. Section C - Estimated Costs and Billing Information. Complete all items as applicable EXCEPT Items 21f and 25d.
  - d. Section D - Approvals. Complete Item 26.
  - e. Section E - Approval/Concurrence. Signatory officials for this Command are organizational commanders, center directors, activity heads, division heads, or their principal deputy/assistant, and the Director, CPB (or designee).
4. Approval of training through the Labor/Employees Relations and Employee Development Section is required prior to enrolling in or making any commitment for the training.
5. Justification for training is necessary when:
  - a. Requesting nongovernment training and government training is available;
  - b. Employee does not meet stated course prerequisites; and/or
  - c. Training is not in the activity training plan or is not included in the employee's approved individual development plan.
6. Request for nongovernment training must be accompanied by course information giving details, i.e. date, place, cost, and course description, learning objectives and prerequisites, if any. All indirect costs (travel, per diem, etc.) must be entered on the

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DD Form 1556. The DD Form 1556 must be received by the Labor/Employee Relations and Employee Development Section at least 30 days in advance of the course start date or registration date (whichever occurs first): exceptions are Military Service Schools, OPM Executive Seminar Centers, Federal Executive Institute, and Brookings Institute, where the DD Form 1556 must be received by the Section at least 120 days before the course start date. Exceptions to the **30-** and **120-day** advance receipt policy are not routinely granted and will be considered on a case-by-case basis. Other exceptions are special announcements such as managerial development and long-term training announcements that at the time of announcement will establish specific dates for receipt.

ENCLOSURE (3)

**INDIVIDUAL DEVELOPMENT PLAN**

1. EMPLOYEE S NAME (LAST, FIRST, MI)	2. SSN	3. WORK LOCATION	4. CURRENT POSITION TITLE, SERIES, GRADE
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5. NO FURTHER DEVELOPMENT REQUIRED AT THIS TIME:  (IF THIS BLOCK IS CHECKED, SIGN AND RETURN FDRU TO CPB)

**PART I: SHORT-TERM GOALS, OBJECTIVES AND TRAINING PLAN**

6. SHORT-TERM DEVELOPMENT GOALS (IMMEDIATE WITHIN ONE YEAR)

7A. DEVELOPMENTAL OBJECTIVES (LIST SPECIFIC KNOWLEDGES, SKILLS, AND/OR COMPETENCIES TO BE ACQUIRED TO MEET SHORT-TERM GOALS.)	7B. DEVELOPMENTAL ASSIGNMENTS (IDENTIFY TYPE, DATES, LENGTH AND LOCATION IF KNOWN; ALSO LIST ALL PLANNED ROTATIONAL ASSIGNMENTS AND COMPLETE BLOCK B BELOW.)	7C. DEVELOPMENTAL TRAINING (SPECIFY IF FDRURL, CORRESPONDENCE COURSE OR DI-HER AND GIVE MILESTONE DATES FOR COMPLETION, FOR FDRURL CLASSROOM TRAINING, SPECIFY COURSE TITLES, DATES AND LOCATIONS, IF KNOWN.)

B. ROTATIONAL ASSIGNMENTS DURING NEXT 12 MONTHS: <input type="checkbox"/> ROTATIONAL ASSIGNMENT PLANNED (GIVE SPECIFICS IN 7B ABOVE)	<input type="checkbox"/> ROTATIONAL ASSIGNMENTS NOT PLANNED/REQUIRED	<input type="checkbox"/> REQUIRED ROTATIONAL ASSIGNMENTS COMPLETED
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INDIVIDUAL DEVELOPMENT PLAN (CONT.)

PART I: LONG-TERM GOALS, OBJECTIVES AND TRAINING PLAN

1. LONG-TERM CAREER GOALS (BY NEXT ONE TO FIVE YEARS)

IDA. DEVELOPMENTAL OBJECTIVES  
(SPECIFIC KNOWLEDGES, SKILLS,  
ABILITIES AND/OR COMPETENCIES  
TO BE ACQUIRED TO MEET LONG-TERM  
GOALS)

IDB. DEVELOPMENTAL ASSIGNMENTS  
(SPECIFY PROJECTED ASSIGNMENTS,  
DATES AND LOCATIONS)

IDC. DEVELOPMENTAL TRAINING (SPECIFY  
PROJECTED TRAINING ASSIGNMENTS;  
INDICATE TYPE OF TRAINING,  
PROJECTED COMPLETION DATES AND  
POSSIBLE SOURCE)

1. EMPLOYEE'S SIGNATURE

2. DATE

3. SUPERVISOR'S SIGNATURE

4. DATE

5. DEPARTMENT HEAD'S SIGNATURE

6. DATE

7. TRAINING OFFICER'S SIGNATURE

8. DATE

ENCLOSURE (4)

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SELECTION AND ASSIGNMENT CRITERIA

1. General. Selection of employees for training leading to possible promotion must follow merit promotion procedures. Nondiscrimination must be followed in the selection of employees for training.

2. Employee Selection. When training is to be given to some but not all employees in a given occupational group or level, factors such as the following should be considered in making a selection:

a. The degree of need for training.

b. The potential of employees for advancement.

c. The extent to which employees' knowledge, skill, attitudes, or performance are likely to be improved by training.

d. The ability of employees to pass the training on to others upon return to the job.

e. The length of time and degree which the Command expects to benefit from the employees' improved knowledge, skill, attitudes, and performance.

f. Training opportunities previously afforded employees.

g. The employees' personal interest and effort toward **self-**improvement.

3. Employee Eligibility. Permanent career, career conditional employees, and those on excepted appointments may be selected for training in nongovernment facilities. Temporary and intermittent employees may also be considered when critical skill needs can only be obtained through training in nongovernment facilities and provided that these newly acquired skills will be fully used after training. Full-time, temporary employees whose assignments are expected to last at least one year will be given priority over other temporaries. Use of long-term training for temporary or limited-term employees is discouraged, and, when used, must be fully documented as to need and expected return on investment to the Command. Employees who have submitted a written request for training will be notified of their selection or nonselection and given the reasons for nonselection.

ENCLOSURE (5)