

Installation Training Guide

Published by the Civilian Personnel Office

RAF Mildenhall IAW AFI 36-401

POC Christina Switzer

Employee Development Specialist DSN 238 4063

INTRODUCTION

The Installation Training Guide (ITG) provides guidance on management of the training and development for U.S. appropriated fund and Indirect Hire MoD civilian employees.

The ITG is intended to assist you in the prudent use of the limited funds allocated by congress through HQ USAF. Air Force Instruction (AFI) 36-401 requires all training requests be reviewed by the Employee Development Manager (EDM) for statutory, regulatory and administrative requirements. This training must also be reviewed by the EDM, regardless of funding source.

For advice and guidance on training and development for civilian employees, please contact our Civilian Training and Workforce Development Section at DSN 238-4063

TABLE OF CONTENTS

| SECTION | CONTENT | PAGE |
|---------|---|------|
| 1 | PURPOSE | 5 |
| 2 | AUTHORITIES | 6 |
| 3 | RESPONSIBILITIES | 7 |
| 4 | AIR FORCE SPONSORED TRAINING | 9 |
| | a. TRAINING MANAGEMENT SYSTEM (TMS) | |
| | b. TMS COURSE ALLOCATION | |
| | c. OUT OF CYCLE REQUESTS | |
| | d. SUBSTITUTION | |
| | e. AF CAREER PROGRAM TRAINING OPPORTUNITIES | |
| | f. AIR FORCE CIVILIAN COMPETITIVE DEVELOPMENT PROGRAMS | |
| 5 | SPONSORED TRAINING | 10 |
| | a. CIVILIAN TUITION ASSISTANCE | |
| | b. APPROVAL/DISAPPROVAL | |
| | c. SERVICE COMMITMENT | |
| | d. REIMBURSEMENT | |
| | e. SUPERVISORY/MANAGERIAL | |
| 6 | THE TRAINING CYCLE | 13 |
| 7 | THE ANNUAL TRAINING SURVEY | 14 |
| 8 | SF FORM 182: AUTHORIZATION, AGREEMENT, CERTIFICATION OF TRAINING & REIMBURSEMENT | 15 |
| | a. TYPES OF FORMS | |
| | b. TIMELY SUBMISSION | |
| 9 | DD FORM 1610: REQUEST AND AUTHORIZATION FOR TDY TRAVEL OF DOD PERSONNEL | 16 |
| | a. PUBLICATION OF ORDERS | |
| | b. INFORMATION REQUIRED | |
| | c. SPECIAL REQUESTS | |
| | 1 RENTAL CAR | |
| | 2 LEAVE BEFORE/AFTER TDY | |
| | d. MOD PERSONNEL | |
| | e. REGISTRATION/TUITION COSTS | |
| | f. USE OF GOVERNMENT TRAVEL CARD | |
| | g. PREPARATION OF TRAVEL VOUCHER TO CLAIM REIMBURSEMENT | |
| 10 | CONTINUED SERVICE AGREEMENT (CSA) | 18 |
| 11 | PITFALLS | 19 |
| | a. NO-SHOWS | |
| | 1. TMS Courses | |
| | 2. Others | |
| | b. NON-COMPLETION/CANCELLATIONS | |
| | c. TUITION ASSISTANCE WITHDRAWAL/INCOMPLETE/FAILURES | |
| 12 | PAYING FOR COSTS OF LICENSES OR CERTIFICATES | 20 |

| SECTION | CONTENT | PAGE |
|---------|--|------|
| 13 | ATTENDANCE AT SYMPOSIUMS/CONFERENCES | 21 |
| 14 | FUNDING TRAINING | 22 |
| 15 | EVALUATION OF TRAINING | 23 |
| 16 | THE ANNUAL INSTALLATION TRAINING PLAN (AITP) | 24 |
| 17 | DOCUMENTATION | 25 |
| | REFERENCES | 26 |
| | GLOSSARY OF TERMS/ACRONYMS | 27 |
| | APPENDIX | 29 |
| | 1. Sample SF Form 182 | |
| | 2. Continued Service Agreement | |
| | 3. Car Rental Justification | |
| | 4. Annual Training Survey | |

SECTION 1

PURPOSE OF GUIDE:

The successful training of employees depends upon accurate and timely identification of organizational and individual training needs. This guide will assist you in the identification and reporting of those needs and contains local operating procedures for:

- a. Identifying and validating training needs.
- b. Determining training budget and expenditures.
- c. Acquiring training.
- d. Documenting, reporting and evaluation of education and training experiences.
- e. Special programs

SECTION 2

AUTHORITIES

a. Government Employees' Training Act of 1958 (GETA)

GETA was passed in 1958 and created the framework for agencies to plan, develop, establish, implement, evaluate and fund training and develop programs designed to improve the quality and performance of the workforce. The Act was codified into Chapter 41 of Title 5, U.S. Code. The Act was amended by the Federal Workforce Restructuring Act of 1994. The policy of the U.S. Congress declared in GETA states ".....it is necessary and desirable in the public interest that self-educated, self-improvement and self-training be supplemented and extended by Government sponsored programs for the training of such employees in the performance of official duties and for the development of skills, knowledge, and abilities which will best qualify them for performance of official duties."

b. Air Force Policy Directive and Instruction

Air Force Policy Directive (AFPD) 36-4, Civilian Personnel Training and Development implements civilian training and development for the Air Force. Air Force Instruction (AFI) 36-401, Employee Training and Development, provides basic authority, assigns responsibilities and objectives for the conduct and administration of training and development for appropriated fund civilian employees. Trained and educated personnel are a critical resource with which organizations accomplish their AF mission. Quality civilian training and development programs are essential in maximizing the efficiency of civilian employees in the performance of their jobs. (USAFE Instruction 36-704, Administration of Local National Indirect Hire Civilian Employees in the UK). Training for indirect hire MoD employees is governed by USAFEI 36-704, Chapter 7. Guidelines used in administering training for U.S. appropriated fund employees will be used to administer indirect hire MoD employees' training.

c. Types and Sources of Training:

Training, under the law, may be full-time or part-time, OJT, on or off duty, day or evening, or any necessary combination of these. It may be accomplished through correspondence, independent study, classroom work, conferences, workshops, supervised practice, or other methods or combination of methods. It may be given by the Air Force, another Government Agency, a vendor, a professional association, or other competent groups in or out of the government

SECTION 3

RESPONSIBILITIES:

Civilian Personnel Flight. The Civilian Personnel Flight designates an Employee Development Manager (EDM) to administer the training and development program. The EDM for 100 FSS is assigned to the Flight Support Section (100 FSS/FSMC).

The Employee Development Manager is the consultant to managers, supervisors, and employees for identifying and meeting training needs. The EDM is located within Civilian Personnel, Bldg. 435, RAF Mildenhall. The EDM is responsible for reviewing and approving/disapproving all requests for training according to statutory, legal and administrative requirements, regardless of funding source. All training requests for appropriated fund civilians must be processed and approved **prior** to the course start date by the EDM. The EDM's main responsibilities are: (AFI 36- 401).

- a. Assists in identifying training and development needs and takes appropriate action to meet those needs in priority order
- b. Processes requests for employees to attend courses at Air Force, other government and non-government facilities. Certifies requests meeting regulatory requirements
- c. Prepares and distributes the Installation Training Guide
- d. Conducts annual training surveys
- e. Maintains training documentation and prepares reports as required
- f. Manages resources for PEC 88751 civilian training funds
- g. Evaluates training courses and overall training and development program to ensure objectives are met
- h. Provides counseling for supervisors and employees on sources, types, quantity and status of training
- i. Prepares the Annual Installation Training Plan (AITP)

The EDM provides career development counseling to employees, supervisors and managers; keeps abreast of developments in the field of training sources and instructional technology; encourages the use of installation civilian/military training facilities, instructors, visual aids; and programs surveys to increase productivity and minimize costs. The EDM locates sources of training to fill a training and development need. The EDM prepares special reports and ensures that adequate documentation is maintained for audit trail purposes. EDM coordinates and schedules courses for any correspondence courses taken.

The Employee Development Assistant (EDA) works with the EDM to process all training requests. The EDA supports the EDM by maintaining documentation for the assigned functional areas. The EDA maintains course folders in accordance with current policy and guidance. All course completion certificates are entered into the employees' official personnel folder by the EDA.

Managers and Supervisors responsibilities are to: -

- a. Determine employee's training needs using performance appraisal ratings.
- b. Review mission, program or system changes and career plans to determine training and development needs; prioritize those needs and develop impact statements if training is not funded.
- c. Consult with EDM on identifying training needs and the most economical and efficient sources of training.
- d. Ensure affirmative action objectives are considered in identifying training and development needs.
- e. Prepare required documentation (SF Form 182) when requesting training.
- f. Ensure that employees are released to attend required training.
- g. Follow merit procedures in selecting employee's for training and developmental assignments that may serve to enhance promotional opportunities.
- h. Inform and counsel employees on self-development opportunities and, when applicable, the requirements of special training, career and management development opportunities.

Employee responsibilities are to:

- a. Participate in direct training and developmental activities.
- b. Maintain the necessary competence to do the job and help the organization meet its mission.
- c. Share knowledge gained from such training activities with co-workers.
- d. Assist in training other employee's.
- e. Assume the primary responsibility for self-development and assure their personnel records reflect current training and development accomplishments.
- f. Periodically review training and education records for accuracy.

Civilian Resource Corporate Board (CRCB) consists of senior managers at each wing who address base-wide civilian personnel policy issues. The CRCB is the primary body for creating policy and providing direction on areas such as budget and manpower to the Civilian Personnel Flight. The CRCB also serves as the Installation Training Committee and approves the training funds allocation for the Annual Installation Training Plan (AITP).

How to request training: The immediate supervisor is responsible for initiating all requests for training to 100 FSS/FSMC. The need for training should be based on consideration of mission goals, training the employee already has completed, skills needed and budget constraints. In cases where an employee is not performing at full potential, the supervisor needs to determine if training will correct the deficiency or if another course of action is required. The supervisor may consult with an Employee Relations Specialist as well as the EDM to determine the best course of action.

All requests for civilian training are to be submitted on a SF Form 182, *Authorization, Agreement, Certification and Reimbursement*. A sample Form is at Appendix 1.

SECTION 4

AIR FORCE CENTRALLY MANAGED TRAINING

- a. Training Management System (TMS). TMS courses are usually centrally funded by the training organizations (schools) providing the course(s). Examples of centrally managed schools that supply training and education are: Air Force Institute of Technology (AFIT), Army Logistics Management College, Air Education and Training Command (AETC), Defense Systems Management College (DSMC), Defense Institute of Security Assistance Management (DIASM), Defense Acquisition University (DAU), and any other DOD schools.
- b. TMS Course Allocation. Quotas flow from the schools to HQ USAFE.
- c. Out of Cycle requests. Out-of-cycle requests for training may be submitted for mission critical training. The distinct difference between space available and out-of-cycle is that a requirement for training was not identified in the Annual Training Survey. Requests for quotas must be submitted to 100 FSS/FSMC in letter format and must include the following: course number; course title; attendee's name, grade and SSAN; and if unit funds will be used to pay the per diem and travel costs. Out-of-cycle requests are easier to obtain if the requesting organization is willing to fund travel and per diem expenses.
- d. Substitutions. Substitution of a student requires MAJCOM approval. Substitutions for courses that are within 5 days of class start will not be approved by Randolph AFB. (If a cancellation is made, it will be considered a *no show*. See section 12.1 *No Shows* of this guide for additional information).
- e. AF Career Program training opportunities. Long-Term Full-Time (LTFT) training is off-the-job training consisting of more than 120 consecutive workdays, accomplished in either government or non-government facilities. The Career Program Civilian Training and Development Guide provide details about eligibility requirements, submittal dates and package preparation. Short-term training is less than 120 days in length. Examples of short courses are: Technical and/or managerial training, undergraduate and graduate university course and Acquisition Professional Development Program courses. Check website for further details.
- f. Air Force Civilian Competitive Development Programs. Each spring, civilians desiring leadership & development can nominate from the call which is sent out by the Employee Development specialist for CDE, SOS & ASBC nominations for the following FY.

SECTION 5

DPCF SPONSORED TRAINING

- a. **Civilian Tuition Assistance.** Tuition assistance is funding for tuition and course related fees for accredited college and university courses. Tuition assistance is broadly applicable to those courses which improve the skills necessary for effective Performance and the agency's mission. Mission-related education does not normally include courses in Humanities (religion, art, music, philosophy, foreign language) or Physical Education. Costs for books are not refunded. Acceptable grades are C or above for undergraduate work and B for graduate work.

This program is established at the USAF level, along with general guidance. Local policy for college/university tuition assistance for DOD civilian employees is established by the Civilian Resources Corporate Board and implemented by 100 FSS/FSMC. General Education funds may be used to support requests for tuition assistance. Currently the policy is as follows: All tuition requests are recorded as a priority three requirement. Explanations of priorities can be seen in Section 8, of this guide. If sufficient funding is received to meet priority three requests, tuition assistance will be approved. All requests for tuition assistance are to be made on a SF Form 182, and submitted to 100 FSS/FSMC *before* attending/agreeing to take classes together with the Tuition Assistance Agreement Form IAW AFI 36-401. Reimbursement for training classes is to be made on an SF1164,

b. Approval/Disapproval:

1. **Approval:** Job – or mission – related training is training that will improve the skills, knowledge or abilities necessary for effective Performance in current position; or, where a reasonable potential exists for utilizing the training in a future position or to meet future requirements anticipated by management. Physical Education and Humanities courses are not considered job or mission related. Justification is required to waive these exceptions.
2. **Disapproval:**
 - a. Non Availability of sufficient funds to meet priority three requirements;
 - b. An employee has an outstanding indebtedness for past civilian tuition assistance due to non-completion or unsatisfactory grade, further assistance will be denied until indebtedness is resolved through payment or waiver;
 - c. Funding will be disapproved for repeated courses. Courses waived or reimbursed are excepted;

- d. All courses in Physical Education and Humanities are NOT considered job related or mission related. To obtain approval of the EDM, the supervisor must provide a strong justification to waive the policy for these courses.
- c. Service Commitment: The employee must sign a Continued Service Agreement (CSA) *See Appendix 2 for an example of a CSA*, prior to approval. Air Force Instruction 36-401, *Employee Training & Development*, and the GETA require a CSA for any training costing over 5K with a pay back of three times the length of training. Employees who attend training during off-duty hours (most college courses) are also under a CSA .
- d. Reimbursement for "I", "W" or Below Satisfactory Completion. In certain situations, the government has the right to require repayment for training. If the student does not receive an acceptable grade of C or above for undergraduate work, or a B or above for graduate work, the employee must reimburse the government. If the employee leaves the government before a CSA is completed, repayment for the amount of time not served is required. Only in limited circumstances will a waiver be granted to an employee. Each situation will be handed on a case-by-case basis. The EDM can provide further assistance on waivers.

Completion Requirement: Satisfactory course completion is required. Employees not completing a course (incomplete or withdrawals) are required to reimburse the government for the tuition assistance received.

Action for Possible Indebtedness: The employee will be sent a notification of possible indebtedness when the grades are below satisfactory, when an "I" or "W" is received. The employee will be allowed 30 days to respond. If no response, a notification will be sent to the supervisor, who will have 30 days to respond. If there is still no response, a request for payroll deduction will be initiated.

Waiver Requests: An employee may request a waiver of reimbursement of tuition assistance when they withdraw or do not satisfactorily complete a course for reasons beyond their control. Documentation with specific information must be attached.

Possible Reasons for Requesting a Waiver: (a) Health reasons (hospitalization, doctor statements, etc.) (b) TDY's that caused absence beyond what school states as an acceptable number of absences; (c) work schedule change arising after term start date that conflicts with class meeting schedule; (d) emergency leave; or (e) other that interfered with class attendance.

- e. Supervisory/Managerial. Initial training for all newly assigned supervisors helps bridge the gap between the skills required at the working level and those required at the supervisory level. First-level civilian supervisors are to be provided with this initial training within 6 months after assignment to a supervisory position

(AFI 36-401). 100 FSS/FSMC provides a series of courses specifically focused on developing supervisors/managers from entry level up to and including executive level.

There are up to four MANDATORY courses for newly assigned civilian supervisors: Civilian Personnel Management Course (CPMC), Air Force Supervisors Course, and Military Personnel Management Course & MOD (LN) Supervisors Course. The courses have to be completed within 6 months. Please call the EDA on DSN 238 – 4063 for further information.

SECTION 6

THE TRAINING CYCLE.

The training cycle is an on going process comprising four steps:

1. Identify training needs.
2. Plan to meet needs.
3. Take action to meet needs.
4. Evaluate training.

Step 1 – Identify Training needs. The first and most important step in the training cycle. Training needs may be identified by using position descriptions or core documents. Performances appraisals, mission requirements, new technology, Equal Employment Opportunity (EEO) compliance, Reduction-in-Force and Performance improvement should be taken into consideration when identifying training needs.

Step 2 – Plan to Meet Needs. When training needs have been identified, management must plan to meet those needs. The Annual Training Survey (ATS) is used to document and plan required training. The ATS is the basis for allocation of the installation's training money (PEC88751); thus, un-established training needs at the time of the survey are not considered in determining the dollars apportioned from MAJCOM to fund the training plan. The allocation itself is always less than the amount requested; therefore, it is critical that organizations strongly justify all training needs.

Step 3 – Take Action to Meet Needs. Once the manager/supervisor has identified training needs and sources, action can be taken to secure the training. Such actions could include developing lesson plans for OJT, processing documentation for quota allocation for formal schools or non-government training. At this stage it is also important to consider who will be selected for training. Training should be offered to those employees who will not only benefit from it, but who will be capable of using the training to the benefit of the organization.

Step 4 – Evaluate Training. The evaluation process provides the supervisor, employee and the EDM with information necessary to determine how well a specific training course or overall installation training program has met objectives. This determination is extremely important since the expenditure of training funds can only be justified by corresponding improvement in one or more factors of work quality, quantity, timeliness, and productivity or management operations.

SECTION 7

THE ANNUAL TRAINING SURVEY (ATS)

The effectiveness of Air Force training and development programs is dependent upon the thorough and conscientious determination of all civilian needs. AFI 36-401 requires an annual plan for determining, documenting and reporting employee training needs and to program, budget and validate the resources needed to support the identified needs.

The EDM initiates the training survey by requesting information from each organization in accordance with (IAW) the survey schedule, and will contain the purpose, samples and instructions for completion of the survey, and a suspense date for return to 100 FSS/FSMC. A sample of the ATS is at Appendix 4.

Supervisors are responsible for documenting valid training needs on the survey worksheet and for submitting through the appropriate management channels to 100 FSS/FSMC. All training needs must be prioritized and any priority 1 or 2 training requests must be accompanied by a mission impact statement.

Non TMS or Non-formal priorities:

Priority 1 – Training that must be accomplished in the next annual training cycle, or an adverse mission impact will result.

Priority 2 – Training required to provide replacement of skilled employees and deferring beyond the next annual training cycle will create an adverse impact on mission effectiveness.

Priority 3 – Training to improve the Performance of an employee who is performing adequately, but further training will improve efficiency and productivity. This training should be accomplished after Priority 1 and 2 needs have been met.

If non-formal training is approved, it is the responsibility of the employee to confirm attendance with the vendor.

SECTION 8

SF FORM 182, AUTHORIZATION, AGREEMENT, CERTIFICATION OF TRAINING

A SF FORM 182 is used for requesting training (see sample at Appendix 1). The SF Form is used as a vehicle to request training, to pay for training (i.e. payment for TDY expenses) and as a record of course completion. Submission of a SF 182 is an agreement between the supervisor, employee and 100 FSS/FSMC that the employee will be released from duty for the specified training date(s).

Approval: The EDM must review and approve/disapprove all requests for training according to statutory, legal and administrative requirements, regardless of funding source.

ATTENTION: A SF 182 Form must be submitted for all training requests funded from CPF training funds (PEC 88751): Page 1 & 2 is required. Specific block-by-block instructions for completion are included with the form.

Timely Submissions: All requests for training (e.g.; SF Form 182) must be submitted to 100 FSS/FSMC no later than 10 working days prior to the class start date, to allow ample time for review, approval, certification and confirmation of approval to the employee.

SECTION 9

DD FORM 1610, REQUEST AND AUTHORIZATION FOR TDY TRAVEL OF DOD PERSONNEL.

- a. Publication of Orders: On receipt of a correctly completed SF Form 182, 100 FSS/FSMC will approve, certify and publish/assist CENTRAL FUNDED OR CPO FUNDED TDY ORDERS as appropriate. When the training class is funded using unit funds, the individual (NSPS) must cut his/her own TDY orders using the DTS system. In the case of MOD employees, a designated person within the unit will process and coordinate completion through their own Orderly Room and finance office. DD Form 1610 will be published and issued to the employee for their use. It is advisable to take at least six photocopies of the DD Form 1610 with you, for use by the school, orderly rooms, etc;
- b. Information Required: In order to cut orders, the following information is required to be shown on the SF Form 182:

Name, SSAN, Organization name, contact tel. number's, name of course to be attended, dates of class, location of class, the costs involved, (per diem & travel costs), how you plan to travel, (fly, rental car, train, ferry crossing etc:), any tuition costs, Fund cite (who is paying for the course), and the signatures of supervisors.

- c. Special Requests: Special requests are to be made on Proforma's available from 100 FSS/FSMC on request.
 1. Rental Car: Hiring and using a special conveyance will be authorized or approved by the order-issuing official (100 FSS/FSMC), only when it is determined the use of other means of transportation is not advantageous to the Government. Personal preference or minor inconvenience will not be the basis for authorizing or approving a rental car instead of a cheaper mode of transportation. The Proforma at Appendix 3 may be required to be completed and attached to the SF Form 182 before submission to 100 FSS/FSMC. Payment for rental cars is to be made on a Government Travel Card. JTR Vol. 2 C2102.
 2. Personally Procured Travel: The use of non-contract air service may not be authorized in any circumstances.
 3. Leave before/after TDY: If you intend to take leave before/after TDY 100 FSS/FSMC must have a copy of an approved leave sheet (OPM71). Leave dates have to be entered onto orders before being certified. If you are attending a formal school class, we must have a contact leave address in case of class cancellation, etc.
- d. MoD Personnel: A SF Form 182 is to be submitted for all MoD personnel going TDY for training purposes. The Unit that the MoD works for is responsible for funding the travel costs and any registration/tuition fees associated with the

- training. Per Diem will be reimbursed by the MoD Liaison Office using UKI funds.
- e. Registration/Tuition costs: Any Registration/tuition costs are to be paid against a Government Travel Card or Government Purchase Card. Details of the costs and if any meals are included are to be provided with a completed SF Form 182. A copy of the receipt of the payment is to be provided when filing a travel voucher.
 - f. Use of Government Travel Card (GTC). Use of the government Visa travel card by all federal employees became mandatory 1 May 00, according to revised policies dictated by the Travel and Transportation Reform Act of 1998. Federal employees no longer have a choice of using their own personal credit cards for authorized expenses while on official travel. The government travel card is to be used to pay for lodging, rental cars and flights (Vol. 9 "Travel Policy & Procedures" of the DoD Financial Management Regulation DoD 7000.14-R). MoD personnel are not eligible to use a government travel card. An advance is to be claimed from MoD Liaison Office (if required).
 - g. Preparation of Travel Voucher: A regulatory change to the DOD joint Travel Regulation (JTR), inserted an additional step to the civilian traveler settlement process.
"Travel-approving officials who have firsthand knowledge of the purpose and conditions of travel must review and sign travel claims to confirm the authorized travel."

Effective 15th February 2000, travel vouchers for ALL appropriated fund civilians performing TDY are required to have the completed travel voucher reviewed by the their squadron approving official prior to submission to Finance for payment. According to HQ USAFE/FMF Policy letter 00-03 dated 24 January 2000, commanders or equivalents can delegate to supervisors the limited authority to ensure travel vouchers are properly prepared and signed. Order approving officials will include the following statement on all civilian orders prior to certification by Finance (DD1610 block 16 remarks).

"IAW JTR Vol.2 Para C5006 Squadron travel approving officials must review and sign travel claims to confirm the authorized travel before submission to Finance."

Once travel approving officials have checked details on travel voucher, they are to sign off in Box 21 of the travel voucher. Claims can then be forwarded to finance for payment.

SECTION 10

CONTINUED SERVICE AGREEMENT (CSA):

AFI 36-401 and the GETA require a CSA for any training (including associated costs – eg Registration fees & TDY costs) costing over \$5K (government or non-government); with a service commitment by the employee equal to three times the length of training. The continued service period does not begin until the first duty day following completion of the "program" or "course". Employees who attend training during off-duty hours that is sponsored with government funds, are also under the CSA and have a service commitment. The CSA agreement is part of the SF 182 Form and should be signed by the employee prior to submission to 100 FSS/FSMC (the EDM may provide the CSA in a different format). See a sample CSA at Appendix 2.

If an employee leaves the government before completing the period of service in the agreement, he/she must reimburse the agency for all expenses paid in connection with the training (excluding salary). However, the amount of reimbursement is reduced on a pro rata basis for the percentage of the obligated service completed. If an employee transfers to another federal agency or branch of the government before completing the period of service the agreement, the remaining service obligation is transferred to the gaining agency. Employees will be notified when a CSA is required.

SECTION 11

PITFALLS

- a. No-show's:
 1. TMS Courses: When an employee is confirmed to attend training, but fails to appear, a *No-show* is charged to the unit which was successfully allocated the quota for that course. No-shows can also be charged when an organization attempts to turn in or make a last minute substitution for a training quota. No-shows reflect poorly on an organization's commitment to training. Air Force interprets *no-shows* as a sign of inadequate planning or a lack of concern for training or both. No-shows are costly in two ways: they represent an unnecessary expense for a vacancy and the lost opportunity to train someone else. Training quotas cannot be allowed to go unused, especially when a supervisor has identified a student for a course. Once confirmed, the student is obligated to attend.
 2. Other locally or centrally funded courses: In some instances, such as cost training with a vendor, there may be a cost charged for the cost of the unfilled seat. Charges may require the organization to make full payment for training. All penalties will be paid by the employee's organization.
- b. Non compliance/cancellations:

The Employee must notify 100 FSS/FSMC of any student cancellations or withdrawals. All substitutions must be approved in advance. In some cases, unsuccessful completion of a course could result in the employee reimbursing the government for tuition/registration fees. In addition, some vendors require partial payment for courses that are cancelled.
- c. Tuition Assistance withdrawal/incomplete/failures:

If the student does not complete a class, does not pass a course; or does not meet the requirement of receiving a grade of C or above for undergraduate work or B or above for graduate work, the employee is not eligible for to receive tuition assistance and must reimburse the government (if tuition assistance was paid upon registration rather than at course completion). Only in limited circumstances will a waiver be granted to an employee. Each situation will be handled on a case-by-case basis. The EDM will provide the employee the information regarding the required documentation necessary to have a waiver considered.

SECTION 12

PAYING FOR THE COSTS OF LICENSES OR CERTIFICATES.

Air Force Appropriated Funds may not be used to pay or reimburse the cost of licenses or certificates required by a civilian employee to perform his/her duties (AFI 36-401).

If a certificate is a qualification requirement, the government does not pay for an individual to get the certificate; it is expected that the employee has certificate before employment. Often an employee wants certification for an area of expertise in recognition of credentials earned (i.e. certified public accountant, counselor, etc.); however, such certification is not paid for by the government. Certification is funded when the certification is included in the training course and is an incidental by-product of the necessary training.

SECTION 13

ATTENDANCES AT SYMPOSIUMS/CONFERENCES AS TRAINING ACTIVITIES.

Employees who attend symposiums or conferences often have questions regarding whether a conference is considered training. Typically, a conference is considered training when the content of the symposium or conference is pertinent to the function or activities of the agency (i.e. mission related) and it is evident there are developmental benefits from the employee's attendance. Title 5 of the Code of Federal Regulations, Part 410 (5 CFR, Part 410, and Training) is an excellent source of information to provide clarification. Specifically, 410.404, Determining if A Conference is a Training Activity, provides the following guidance: "Agencies may sponsor an employee's attendance at a conference as a development assignment under Section 4110 of the Title 5, United States Code when:

- a. The announced purpose of the conference is educational or instructional
- b. More than half the time is scheduled for a planned, organized exchange of information between presenters and audience which meets the definition of training in section 4101 of title 5, United States Code
- c. The content of the conference is germane to improving individual and/or organizational performance and
- d. Developmental benefits will be derived through the employee's attendance

When a symposium or conference is considered to be training, either training or organizational funds may be applied to cover associated fees. A SF Form 182 is used to authorize and pay for such training, particularly when advanced registration and payment are required. When the conference or symposium is in conjunction with TDY, the Visa Government Travel Card is to be used to pay for the training on-site, providing travel orders are appropriately annotated and a SF Form 182 has been approved at least 10 days prior to the conference start date. Further information is available from 100 FSS/FSMC DSN 238 – 4063/4139.

SECTION 14

FUNDING TRAINING: Funds to pay for training come from several different sources depending on who is receiving training and/or why the training is required. Types of training (for funding purposes) fall into two categories. They are:

- a. Civilian training and education
- b. AETC courses (formal schools).

Funds used to pay for civilian training are from PEC's 88751F and 72806F. These funds may be used to pay for the following: seminars, technical, management or administrative courses and college tuition. PEC 88751F and PEC 72806F are allocated to 100 FSS/FSMC in two categories, acquisition and non-acquisition. USAFE/A1 at the beginning of the fiscal year establishes the amount of PEC 88751F and 72806F to be allotted to organizations within USAFE to pay for training and education. Organizations are fiscally responsible to prioritize requirements and to stay within allocated amounts.

Civilian Education and Training: (PEC 88751F and PEC 72806F). These programs can provide tuition assistance to civilians for mission-related college courses (not funded by career programs) on a course by course basis and pay registration fees for technical mission-related seminars, conferences and training. These funds are divided into two categories: (a) Acquisition funds (PEC 72806F), which can pay for training of employees assigned to manpower-coded acquisition positions and who are not eligible to receive training funded by the Air Force Career Program; and (b) General Education funds (PEC 88751F), which can pay for any type of training for any civilian who is not eligible to receive training funded by the Air Force Career Program.

AETC Courses: These courses are provided on a quota basis, to meet identified requirements. AETC pays for the course and usually pays for any associated TDY.

Organizational Funds: Organizations often use their own operations and maintenance, research and development, or training and education funds to pay TDY costs associated with training. These funds may be used to pay for tuition and registration fees for courses not covered by the above referenced funds if those funds have been exhausted.

Any non-formal training that is approved by the EDM must be finalized with the vendor by the employee.

Reliable forecasting of training is crucial in meeting mission essential training needs. Proper management of needs identification and prioritization increase accuracy in predicting training requirements and assures adequate funding levels in future years. In concert with our customers, 100 FSS/FSMC identifies and requests critical unfunded training requirements annually.

SECTION 15

EVALUATING TRAINING:

The evaluation process completes the training and development cycle. Supervisors, employees, managers and 100 FSS/FSMC personnel evaluate training continually. 100 FSS/FSMC uses evaluation information to:

- a. determine how well a specific training course/program has met its objectives
- b. determine whether there have been Performance and productivity improvements
- c. formulate future plans for training and development
- d. provide information to HQ USAFE for the purpose of improving management decisions and budget and program support and
- e. compile quality reports that include narrative statements as to the value of training to the installation

See Appendix 7 for an example of a locally produced evaluation sheet - section H, *Evaluation*, of the obsolete DD Form 1556. Supervisors may have employees sign part F of SF Form 192 also.

SECTION 16

THE ANNUAL INSTALLATION PLAN (AITP): 100 FSS/FSMC produces an Excel Spreadsheet based on projected fiscal year training requirements for all units. The funding allocation from USAFE is based on this projection. The Civilian Resource Corporate Board (CRCB) is provided with these budget requirements based on the AITP. 100 FSS/FSMC presents funding allocation information to the appropriate CRCB for their action.

100 FSS/FSMC ensures that:

- a. requirements represent training needs as indicated by past training activities and anticipated future needs
- b. priority groupings are proper and any unmet needs resulting from funding restrictions are analyzed
- c. impact statements are prepared and submitted to HQ USAFE for any unmet requirements
- d. projected training costs are reasonable and sufficient to accommodate predicted expenses and
- e. additions, deletions and adjustments to training requirements and estimated costs reflect optimum use of resources

See AFI 36-401, *Guide For Identifying Needs, Prioritizing Needs and Evaluating Command Program Operations Used in Preparing the AITP.*

SECTION 17

DOCUMENTATION: 100 FSS/FSMC is responsible for holding documentation of all training. In June 2007 the SF 182 Form has replaced the DD Form 1556 as the core training document in an individual's record. Training that is 8 hours or more, mandatory training and cost training is maintained in the Defense Civilian Personnel Data System (DCPDS). To track the amount of training and document expenditure of funds for training, 100 FSS/FSMC maintains an Excel database for each Fiscal Year and Unit. On completion of training, the employee must provide the following to 100 FSS/FSMC to ensure employee records are kept current:

- a. a copy of the course completion certificate
- b. an evaluation sheet
- c. if a certificate is not issued the course instructor or employee's supervisor are to sign section F confirming the course was attended, a copy of travel voucher and airline ticket if TDY has been funded by the CPF

Employees may request a print-out which shows what training is currently recorded in their electronic records.

It is the employee's responsibility to ensure details are correct and current. Any queries are to be directed to 100 FSS/FSMC on 238 – 4063.

REFERENCES

The following directives, regulations, manuals, pamphlets and policies govern Training, \ Education, TDY and the Human Resource Development.

| | |
|------------------------------------|---|
| <u>AFI36-114</u> | Guide to Personnel Record Keeping |
| <u>AFI36-201</u> | Education and Training Process Guide |
| <u>AFI36-328</u> | Administrative Orders |
| <u>AFI36-401</u> | Employee Training and Development |
| <u>AFI36-601</u> | Air Force Civilian Career Program Management |
| <u>AFI36-2201</u> | Developing Managing and Conducting Training |
| <u>AFI65-103</u> | Temporary Duty Orders |
| <u>AFM30-130 (Vol. 1 & 4)</u> | Base Level Personnel System Users Manual |
| <u>AFP36-106</u> | Supervisor's Records |
| <u>DODD 5010.16-C</u> | Defense Management Education and Training Program |
| <u>HRD-97-1</u> | OPM Training Policy Handbook: Authorities and Guidelines |
| <u>5 CFR 410</u> | Training |
| <u>5 CFR 412</u> | Executive Management & Supervisory Development |
| <u>5 USU, Chapter 41</u> | Training |
| <u>USAFE I 36-704</u> | Administration of National Indirect Hire Civilian Employees in the UK |

GLOSSARY OF TERMS/ACRONYMS

| | |
|---------------------------|---|
| AETC | Air Education and Training Command |
| AFIT | Air Force Institute of Technology. Located at Wright Patterson AFB, Ohio. |
| AITP | Annual Installation Training Plan. Management planning document identifying an installation's annual training requirements. |
| AO | Approving Official |
| CBT | Computer Based Training |
| CDP | Career Development Plan |
| CENTRALLY FUNDED TRAINING | Training not locally funded, but which requires concurrence by the funding agency |
| CRCB | Civilian Resource Corporate Board |
| CPF | Civilian Personnel Flight |
| CSA | Continued Service Agreement. Written document signed by civilian employee agreeing to remain with the agency for a specific length of time when participating in government or non-government training. |
| DMET CATALOG | Defense Management Education and Training Catalog (DODD 5010.16-C). Official source of info concerning courses of instruction offered to the DMET Program. |
| ECI | Extension Course Institute |
| EDA | Employee Development Assistant |
| EDM | Employee Development Manager |
| FM | Financial Management |
| FSO | Financial Services Officer/Office |
| FY | Fiscal Year< |
| GETA | Government Employee Training Act |
| IAW | In Accordance With |
| IMPAC | International Merchant Purchase Authorization Card |
| JTR | Joint Travel Regulations |
| LTFT | Long Term Full Time |
| MDCPDS | Modern Defense Civilian Personnel Data System. An automated data system designed to store a broad range of information concerning employees training and developmental activities. |
| No-show | When an employee is confirmed to attend a class but fails to attend. No-shows are also charged when an organization fails to turn in a quota or make a substitution too close to the class start |

| | | |
|----------------------|--|--|
| | | date. |
| OPM | | Office of Personnel Management |
| Out-of-cycle-request | | Training requested at a time other than the annual survey |
| PME | | Professional Military Education |
| RTA | | Required Training Area. Area in DCPDS that stores training/developmental activities for employees. |
| T-Eval - | | Training Evaluation |
| TDY | | Temporary Duty Yonder |
| TLN | | Training Line Number |
| TMS | | Training Management System. |

APPENDIX

| | |
|---|---|
| 1 | Sample Form SF 182, Authorization, Agreement, Certification of training and Reimbursement. See Page 30 |
| 2 | Sample Air Force Continued Service Agreement (CSA) See Page 32 |
| 3 | Rental Car Justification Form See Page 34 |
| 4 | The Annual Training Survey: - A Guide to Identifying Needs, Prioritizing Needs and Evaluating Command Program Operations used in preparing the Annual Training Survey. See Page 35 |

APPENDIX 1

| | | | | | | |
|--|--------|--|---|--|--|---|
| AUTHORIZATION, AGREEMENT AND CERTIFICATION OF TRAINING | | | A. Agency, code agency subelement and submitting office number | | B. Request Status <i>(Mark (X) one)</i> <input type="checkbox"/> Resubmission <input type="checkbox"/> Initial <input type="checkbox"/> Correction <input type="checkbox"/> Cancellation | |
| Section A - TRAINEE INFORMATION Please read instructions on page 6 before completing this form | | | | | | |
| 1. Applicant's Name (Last, First, Middle Initial) | | | 2. Social Security Number/Federal Employee Number | | 3. Date of Birth (yyyy-mm-dd) | |
| 4. Home Address (Number, Street, City, State, ZIP Code) (Optional) | | | 5. Home Telephone (Optional) <i>(Include Area Code)</i> | | 6. Position Level <i>(Mark (X) one)</i> | |
| | | | | | <input type="checkbox"/> a. Non-supervisory <input type="checkbox"/> b. Manager <input type="checkbox"/> c. Supervisory <input type="checkbox"/> d. Executive | |
| 7. Organization Mailing Address (Branch-Division/Office/Bureau/Agency) | | | 8. Office Telephone <i>(Include Area Code and Extension)</i> | | 9. Work Email Address | |
| 10. Position Title | | 11. Does applicant need special accommodation? <input type="checkbox"/> Yes <input type="checkbox"/> No | | If yes, please describe below | | |
| 12. Type of Appointment | | 13. Education Level <i>(click link to view codes or go to page 7)</i> | | 14. Pay Plan | 15. Series | 16. Grade |
| Section B - TRAINING COURSE DATA | | | | | | |
| 1a. Name and Mailing Address of Training Vendor (No., Street, City, State, ZIP Code) | | | | 1b. Location of Training Site <i>(If same, mark box)</i> <input type="checkbox"/> | | |
| | | | | 1c. Vendor Telephone Number | | 1d. Vendor Email Address |
| 2a. Course Title | | 2b. Course Number Code | 3. Training Start Date <i>(Enter Date as yyyy-mm-dd)</i> | | 4. Training End Date <i>(Enter Date as yyyy-mm-dd)</i> | |
| 5. Training Duty Hours | | 6. Training Non-Duty Hours | | 7. Training Purpose Type <i>(Click link to view codes or go to page 9)</i> | | 8. Training Type Code <i>(Click link to view codes or go to page 9)</i> |
| 9. Training Sub Type Code <i>(Click link to view codes or go to page 9)</i> | | 10. Training Delivery Type Code <i>(Click link to view codes or go to page 12)</i> | | 11. Training Designation Type Code <i>(Click link to view codes or go to page 13)</i> | 12. Training Credit | 13. Training Credit Type Code <i>(Click link to view codes or go to page 13)</i> |
| 14. Training Accreditation Indicator <i>(Check below)</i> <input type="checkbox"/> Yes <input type="checkbox"/> No | | 15. Continued Service Agreement Required Indicator <i>(Check below)</i> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | | 16. Continued Service Agreement Expiration Date <i>(Enter date as yyyy-mm-dd)</i> | | 17. Training Source Type Code <i>(Click link to view codes or go to page 13)</i> |
| 18. Training Objective | | | | 19. AGENCY USE ONLY | | |
| Section C - COSTS AND BILLING INFORMATION | | | | | | |
| 1. Direct Costs and Appropriation / Fund Chargeable | | | 2. Indirect Costs and Appropriation / Fund Chargeable | | | |
| Item | Amount | Appropriation Fund | Item | Amount | Appropriation Fund | |
| a. Tuition and Fees | \$ | | a. Travel | \$ | | |
| b. Books & Material Costs | \$ | | b. Per Diem | \$ | | |
| c. TOTAL | \$ | | c. TOTAL | \$ | | |
| 3. Total Training Non-Government Contribution Cost | | | 6. BILLING INSTRUCTIONS <i>(Furnish invoice to):</i> | | | |
| 4. Document / Purchasing Order / Requisition Number | | | | | | |
| 5. 8 - Digit Station Symbol <i>(Example - 12-34-5678)</i> | | | | | | |

| Section D - APPROVALS | |
|---|-------------------|
| 1a. Immediate Supervisor - <i>Name and title</i> | |
| 1b. Area Code / Telephone Number | 1c. Email Address |
| 1d. Signature | 1e. Date |
| 2a. Second-line Supervisor - <i>Name and title</i> | |
| 2b. Area Code / Telephone Number | 2c. Email Address |
| 2d. Signature | 2e. Date |
| 3a. Training Officer - <i>Name and title</i> | |
| 3b. Area Code / Telephone Number | 3c. Email Address |
| 3d. Signature | 3e. Date |
| Section E - APPROVALS / CONCURRENCE | |
| 1a. Authorizing Official - <i>Name and title</i> | |
| 1b. Area Code / Telephone Number | 1c. Email Address |
| 1d. Signature <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved | 1e. Date |
| Section F - CERTIFICATION OF TRAINING COMPLETION AND EVALUATION | |
| 1a. Authorizing Official - <i>Name and title</i> | |
| 1b. Area Code / Telephone Number | 1c. Email Address |
| 1d. Signature | 1e. Date |
| <small>TRAINING FACILITY ~ Bills should be sent to office indicated in item C6. Please refer to number given in item C4 to assure prompt payment.</small> | |

APPENDIX 2

AIR FORCE CONTINUED SERVICE AGREEMENT FOR CIVILIAN EMPLOYEES

(From AFI 36-401, Attachment 14, 1 August 1994)

1. I agree that upon completion of the Air Force sponsored training described below, I will work for the US Air Force for three times the length of the training period. (The length of full-time training is 8 hours for each day of training, up to a maximum of 40 hours a week.)
2. If I voluntarily leave the Air Force before completing the period of service shown in item 7 below, I AGREE to reimburse the Air Force for the tuition, travel, per diem, books and materials, fees, administrative overhead costs, and other related expenses (EXCLUDING SALARY) paid in connection with my training as shown in item 8 below. However, the amount of the reimbursement will be reduced on a pro-rated basis for the percentage of completion of the obligated service. (For example, if the cost of training is \$3,000 and I complete two-thirds of the obligated service, I will reimburse the Air Force \$1,000 instead of the original \$3,000.)
3. I FURTHER AGREE that if I voluntarily leave the Air Force to enter the service of another federal agency or other organization in any branch of the government before completing the period of service agreed to in item 7 below, I will give my servicing civilian personnel office written notice of at least 10 workdays, during which time a determination concerning reimbursement will be made. If I fail to give this advance notice, I AGREE to pay the amount of additional expenses (Title 5 U.S.C. 4109(a) (2)) incurred by the government in this training.
4. I understand that any amounts which may be due the Air Force as a result of any failure on my part to meet the terms of this agreement may be withheld from any moneys owed me by the government, or may be recovered by such other methods as are approved by law.
5. I FURTHER AGREE to obtain approval from the employee development manager responsible for authorizing training requests of any proposed change in my approved training program involving course and schedule changes, withdrawals or incompletions, and increased costs.
6. I acknowledge that this agreement does not in any way commit the government to continue my employment. I understand that if there is a transfer of my service obligation to another federal agency or other organization in any branch of the government, the agreements in items 1, 2, and 3 of this section will remain in effect until I have completed my obligated service with that other agency or organization.
7. Period of obligation service is from _____ to beginning on or about _____

8. Projected costs are:
 - a. Tuition:
 - b. Travel:
 - c. Per diem:
 - d. Books and materials:
 - e. Fees:
 - f. Other related costs and administrative overhead:
 - g. Total:
9. Course title:
10. Training facility:
11. Projected dates of attendance:
12. Employee's signature:
13. Date
14. CPF representative signature
15. Date:

APPENDIX 3

SAMPLE OF RENTAL CAR JUSTIFICATION

MEMORANDUM FOR (YOUR TRANSPORTATION PEOPLE)

FROM: (YOUR DETAILS)

SUBJECT: Authorization to hire a Rental Car whilst on TDY

I am requesting authorization to hire a rental car whilst I am on TDY.

TDY destination:

Dates of TDY:

The DoD Joint Travel Regulation does not allow approval to use a rental car instead of a cheaper mode of transportation based on personal preference or minor inconvenience. I understand the costs must be justified and the use of a rental car determined more advantageous to the Government than any other means of local transportation (such as taxi, shuttle service, hospitality buses etc ;). I also understand that use of a rental vehicle is restricted to business use only (i.e., travel in and around TDY Station for meals, laundry, haircuts etc).

(signed by you)

Your name rental car cost is \$ _____ and must be booked through the TMO/SATO office.

The TDY dates are _____

Unit Fund cite to be used to fund rental car _____

MEMORANDUM FOR (Your name and duty station)

Your name is authorized to hire a Rental Car. I have considered the costs and confirm the use of the rental car is more beneficial to the government than any other means of transport.

(Your Resource Advisor)

APPENDIX 4

ANNUAL TRAINING SURVEY

GUIDELINES FOR IDENTIFYING TRAINING NEEDS

Supervisors must consider the following:

- a. Are there regulatory, legal or certification training requirements in an employee's area of responsibility? What penalties, if any, will result if the training is not completed? Will employees be unable to perform their assigned duties if they do not receive the mandatory training?
- b. Is the mission of the activity being changed? Has there been, or are plans for, reorganization or consolidation of activities? Will the assigned personnel be required to perform new duties? How will they learn to perform the new work?
- c. Is the activity scheduled to receive new equipment? How will large-scale automation and information systems affect the assigned workforce? Will assigned personnel be able to operate the equipment without training? If not, what are the training requirements? Who will provide the training? Where will the training be completed? Has vendor training been included in the award of the purchase or contract for new equipment?
- d. Are all assigned employees performing at the "fully acceptable level" or better, as documented on their work plans? If any are not performing satisfactorily, has any action been taken to determine the problem(s)? Did the employee(s) previously perform the tasks? Could they do the job satisfactorily if their continued employment depended on it? If they previously performed satisfactorily, but have not been required to do the tasks for some time, do they need refresher training? If they never had to do the tasks, they may require initial training. Basically, a training need exists when your employees will be called upon to do work that they have not done before, or when they cannot do their present jobs as well as they should (based on work plan Performance standards).
- e. What training can be provided to enhance the effectiveness and productivity of the activity? Do employees seek ways to improve their Performance, or are they satisfied to continue present established procedures and methods? Can better, more efficient methods be implemented?

IMPACT STATEMENT FORM PRIORITY 1 TRAINING REQUIREMENTS

NAME OF EMPLOYEE(S):

OFFICE SYMBOL:

OFFICE PHONE NO:

COURSE TITLE:

SOURCE:

LOCATION:

COURSE OBJECTIVES:

JUSTIFICATION STATEMENT DESCRIBING THE REQUIREMENT AND
MISSION ESSENTIAL

RELATIONSHIP: (Include reference to the law, regulation, or directive mandating the
training)

JUSTIFICATION FOR USING NON-GOVERNMENT TRAINING INSTEAD OF
GOVERNMENT

TRAINING:

This Guide last updated 16 January 2011