

CAC-32: <b>Staff Development</b> - Institution has a program(s) and process(es) in place to develop its assigned personnel (those on TDA and contractors as appropriate).					As of: <b>Final Draft 2012</b>			
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**Note:** Staff and faculty development refers to the process which the total workforce (Soldiers and Army civilians) uses to develop and sustain adaptable Soldiers and Army civilians with the cognitive, interpersonal, and cultural skills necessary to perform their jobs and remain relevant.

<p><b>Criterion 32a:</b> The Institution has policies and procedures to assess needs and provide developmental opportunities for the institution's personnel, based on senior leader guidance, priorities and available resources.</p>	<p><b>32a (1):</b> Review policies, standing operating procedures and/or documents (e.g., budgets, needs assessments, etc.) related to the institution's training and education programs supporting the competency development of their assigned personnel (those on TDA and contractors as appropriate). <b>Interview leaders, supervisors and non-supervisors in the organization.</b></p> <p><b>32a (2):</b> Collect and assess data indicating the institution periodically assesses its workforce needs. <b>Are training gaps identified?</b></p> <p><b>32a (3):</b> Collect and assess data indicating the institution uses individual IDPs as part of its workforce assessment 32a (2) above.</p> <p><b>32a (4):</b> Collect and assess data indicating the institution takes action to meet the developmental needs of the workforce.</p> <p><b>32a (5):</b> Review data indicating the institution budgets for and funds professional development, given available resources, priorities, and mission constraints.</p> <p><b>32a (6):</b> Collect and assess data indicating the institution supports developmental assignments for workforce, given command priorities and mission constraints.</p>	<p>AR 614-200</p> <p>TR 350-10</p> <p>TR 350-70</p> <p>TP 350-70-3</p> <p><b>TP 525-8-2</b></p> <p>TRADOC Policy Letter 12, 02 March 2009, Civilian Leader Development Program (CLDP).</p> <p>Local policies regarding IDPs.</p>	<p>Policy Letters</p> <p>SOPs</p> <p>Training Records</p> <p>Training Needs Survey</p> <p><b>Requests for professional development training</b></p> <p><b>Education and Training completion certificates</b></p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p><b>Not Met - If no procedures in place.</b></p> <p><b>Comment - If no internal analysis or assessments are conducted.</b></p> <p><b>Comment - If IDPs are not utilized, as required by policy or SOPs.</b></p>
<p><b>Criterion 32b:</b> The institution is developing its workforce IAW the new Army's Learning Model's impact on the institution.</p>	<p><b>32b (1):</b> Collect and assess data indicating the institution is developing, or has near term plans to develop, its workforce IAW the new Army's Learning Model's impact on the institution.</p>	<p><b>TP 525-8-2</b></p> <p>TP 350-70-3</p> <p>CTG/YTG</p>	<p>Any documents that support professional development in concert with ALM (e.g. new course material)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p><b>Comment: If no plan is in place to support ALM requirements.</b></p>

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<p><b>Criterion 32c:</b> The institution has/provides current technology capabilities, training and education, equipment, and products to support its operational demands.</p>	<p><b>32c (1):</b> Conduct interviews with leaders/supervisors, and staff personnel to assess whether or not the institution is responsive to operational changes and evolving trends in learning technologies and methods. Collect and assess data indicating the institution supports its operational demands.</p> <p><b>32c (2):</b> Institution is providing capabilities to support current requirements and professional development needs in support of its operational demands.</p>	<p>TR 350-70</p> <p>TP 525-8-2</p>		X	X	X	X	<p>Comment – If Institution does not support emerging technologies or its operational demands.</p>
<p><b>Criterion 32d:</b> The institution has a Staff and Faculty Development (SFD) functional element (activity/office/designated lead).</p>	<p><b>32d (1):</b> Collect and assess data indicating the institution has an established staff, and maintains a staff and faculty office or functional equivalent to conduct Staff and Faculty Common Training (SFCT) courses required for initial skill development and skill sustainment.</p> <p><b>32d (2):</b> Collect and assess data indicating that within the institution the SFDP:</p> <ul style="list-style-type: none"> <li>- Institution has a primary and alternate person responsible for its S&amp;F program or its equivalent (RC training organizations should identify staff or section as lead for SFD/SFDP).</li> <li>- Personnel certified to instruct/facilitate.</li> <li>- Instructors/facilitators are proficient in current delivery techniques, facilitation, and instructional methods.</li> <li>- Developers and writers incorporate current technology and appropriate instructional methods, material and products that support its operational demands.</li> <li>- Personnel who possess the skills to use the CAC-approved automated development system to support the ADDIE process, manage student data, and review and validate resource requirements for courses.</li> <li>- Appropriate personnel are tactically and technically proficient in combat, training, and doctrinal development.</li> <li>- Institution provides opportunities to attend specialized training and education for its assigned personnel.</li> <li>- Institution conducts periodic and comprehensive evaluations of its assigned personnel and provides additional training as</li> </ul>	<p>TR 350-70</p> <p>TP 525-8-2</p> <p>AR 611-1</p> <p>DA PAM 611-21</p> <p>TP 350-70-3</p>	<p>Organization Chart or Wire Diagram</p> <p>Local policy</p> <p>Instructor evaluations for last year</p> <p>Evaluations, assessments,</p>	X	X	X	X	<p>Not Met - If Institution does not have an established staff to perform its staff and faculty mission.</p> <p>Comment - If Institution does not have a primary and alternate responsible for its S&amp;F program or its equivalent.</p> <p>Comment – If instructors/facilitators are not being periodically evaluated.</p>

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	needed. - Institution processes award of ASI 7Q and SQI 2 for their training developers in accordance with AR 611-1, DA PAM 611-21, and unit policies.		counselings, etc., of assigned personnel					Comment - If Institution is not conducting periodic evaluation of its assigned personnel (other than instructors/facilitators).
<b>Criterion 32e:</b> The institution's SFCT courses are based on the CAC-T, ATSC SFDO requirements and course components.	<b>32e (1):</b> Collect and assess data indicating that the institution's customized ATSC SFCT POIs are forwarded to Commander, ATSC, ATTN: SFDO, ESD, for review, certification and approval prior to conducting any ATSC SFCT (includes the Foundation Instructor/Facilitator Course, Intermediate Facilitation Skills Course, Advanced Facilitation Skills Course, Blackboard Basics Course, Synchronized Distributed Learning Instructor Course, etc.).  <b>32e (2):</b> Ensure all SFCT courses are entered into the CAC-approved automated development system to ensure permanent record of training (e.g., ATRRS).	TR 350-70 TP 350-70-3	ATRRS records	X	X	X	X	Comment - If Institution does not forward its customized ATSC SFCT material to the SFDO, ATSC.  Comment: Institution does not utilize the ATRRS.  Note - If local staff and faculty course(s) other than ATSC courses are approved by the institution's commander/commandant policy/guidance.
<b>Criterion 32f:</b> The institution's SFCT instructors/facilitators are fully certified before conducting SFCT courses.	<b>32f (1):</b> Collect and assess data indicating that: - SFCT instructors/facilitators certification is in accordance with SFDO, ATSC requirements. - Certification requirements are documented. - SFCT instructor/facilitator recertification requirements are identified and followed by the institution.	TR 350-70 TP 350-70-3 TR 350-18  DA PAM 611-21		X	X	X	X	Not Met - If instructors/facilitators are not qualified to conduct SFCT instruction.  Comment - If Institution is not appropriately recertifying instructors/facilitators.
<b>Criterion 32g:</b> The institution's instructors/facilitators are certified to teach its assigned courses.	Collect and assess data indicating that: <b>32g (1):</b> Institution's requirements for certification (other than SFCT) are clearly described/documented through SOP/policy letter. <b>32g (2):</b> The institution's SFCT certification requirements are based on CAC staff and faculty certification requirements. Personnel detailed or designated to an instructor/facilitator position must be	AR 614-200  TR 350-70  TP 350-70-3	Certification/recertification documents, CMP, Instructor record, and/or any other relevant documents.	X	X	X	X	Not Met - If Institution does not possess its certification requirements in SOP/Policy Letter.  Not Met - If instructors are not

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	<p>qualified/certified. All assigned instructors/facilitators must be certified in the current foundational, CAC-T, ATSC-provided instructor/facilitator course or an equivalent, CAC-T, ATSC-approved course. See TR 350-18 for more information, specifically regarding RC certification requirements.</p> <ul style="list-style-type: none"> <li>- Part I of the Certification Process is successful completion of the current foundational, CAC-T, ATSC-provided instructor/facilitator course as a minimum requirement. Note: For instructor/facilitators in educational institutions and/or courses, which follow guidelines for Army education, Faculty Development Program (FDP)1 and FDP2 satisfy certification requirements of SI 5K. Applicable institutions and courses are: the U.S. Army War College; all LDE schools including intermediate level education (ILE) and captains career course (CCC); the Sergeants Major Course within the Sergeants Major Academy; graduate level courses; and courses required for civilian certification.</li> <li>- Part II of the certification process is mastery of the specific course content requirements in the content area, as defined by the institution.</li> <li>- Part III of the certification process is demonstrated proficiency in the methods and techniques for delivery of instruction and facilitation while student teaching as an assistant instructor/facilitator under a certified instructor/facilitator of that course. A certified instructor/facilitator, S&amp;F, or QAO member must assess the instructor/facilitator using evaluation guidelines and institution requirements for instruction.</li> <li>- Upon completion of SFDP instructor/facilitator certification requirements, the chain of command must submit a complete certification packet for approval to the DOT, DDOT, or designated representative within the institution and request appropriate skill identifiers for all military instructors in accordance with AR 611-1 and DA Pam 611-21. (Note: all</li> </ul>	TR 350-18					<p>being certified in accordance with policy and programs.</p> <p>Comment - If instructors being certified, but not by commandant or designated representative.</p> <p>Not Met - If Institution does not award the SQI 8 identifier IAW Army regulation.</p>
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	<p>instructors/facilitators must meet all requirements in AR 614-200 to receive SQI 8)</p> <ul style="list-style-type: none"> <li>- All qualification and certification requirements for RC instructors/facilitators (USAR and NGB) must be achievable within one TATS training year (13 months) and must not require travel to the institution location for parts II and III of the certification process. The RC may initiate processing of skill classification upon completion of the CAC-T, ATSC-approved equivalent course. However, before an RC instructor/facilitator is fully certified, the institution must determine the instructor/facilitator has reached demonstrated proficiency of the subject matter, and has exhibited effective use of learning methods and techniques, within the TATS training year.</li> <li>- There are instructor/facilitator recertification requirements for those personnel who have not taught in a military learning environment within the last 5 years or as designated by the Proponent institution.</li> <li>- For Active Army instructors/facilitators only, their unit processes the SI 5K (officers) or SQI 8 (NCOs and warrant officers (WOs)) once they satisfy the components of the certification process.</li> <li>- Institution requests exception to policy/waivers to CAC-T, ATSC for approval.</li> </ul>							<p>Comment If Institution does not certify its instructors/facilitators within one TATS training year.</p> <p>Comment: The institution does not process the SI 5K or SQI 8 IAW Army regulation.</p> <p>Comment - If Institution does not submit exception to policy/waivers to CAC-T, ATSC.</p>
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<p><b>Criterion 32h:</b> The institution maintains required records.</p>	<p><b>32h (1):</b> Collect and assess data indicating that the institution:</p> <ul style="list-style-type: none"> <li>- Maintains instructor records (all instructors must have a record regardless of their assigned teaching responsibility).</li> <li>- Maintains student records (each responsible element for instructing must maintain a student record IAW Army regulation).</li> <li>- Assigned personnel records are maintained.</li> <li>- Institution maintains course records of all courses it conducts (Including NCOES, IMT, SFCT courses, etc.)</li> </ul>	<p>TR 350-18</p> <p>TR 350-70</p> <p>TP 350-70-3</p>	<p>Instructor records</p> <p>Student Records</p> <p>Personnel Records</p> <p>Course Records</p>	X	X	X	X	<p>Comment – If instructor records are not maintained.</p> <p>Comment – If student records are not maintained.</p> <p>Comment if Institution does not maintain a record for all of its assigned personnel (for records other than instructors, a file should be kept that</p>
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								contains as a minimum any counseling, training certification completion, IDP, and any other documents that support professional development).  Comment if Institution does not maintain records of all its courses.
<b>Criterion 32i:</b> The institution has an established recognition program for its instructors and curriculum developers designed to promote professionalism.	<b>32i (1):</b> Collect and assess data indicating that the element responsible for S&F responsibilities has an established recognition program for instructors and curriculum developers designed to promote professionalism.		Policy Letter SOP Nomination packets, awards, and any documentation that supports recognition.	X	X	X	X	Not Met if Institution does not support any recognition program (can be their own, installation, or TRADOC program).
<b>Criterion 32j:</b> The institution has an effective Career Program (CP) office (s) or designated representative (s) responsible for coordination with CP Managers and institution management regarding the training of the institution's CP workforce.	<b>32j (1):</b> Interview CP representative(s) to collect information to confirm that: <ul style="list-style-type: none"> <li>- Coordination with Career Program Managers and institution management regarding the training of the institution's CP workforce takes place;</li> <li>- CP civilians are surveyed to identify their training/education requirements;</li> <li>- Schedules of relevant training opportunities for directed courses are established and that the CP workforce is notified of course offerings (includes STEMC and TEDMMC).</li> <li>- Records of completed CP courses and attendance rosters are maintained.</li> </ul>	TR 350-70 ALC 2015 (TP 525-8-2)  Civilian Leader Development Program	Training Records  Course Records  Training needs surveys  CP course schedules and offerings  Course Records	X	X			Comment if Institution does not provide training opportunities as directed.  Comment if Institution does not conduct needs assessment surveys.