

SW Region Managers' Training Guide on Delegation of Training Approval Authority



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FOREWORD

It is essential to the success of an organization to have a trained and ready workforce. Line managers have the important responsibility of ensuring that the training and development needs of their organization and employees are met. The Department of Army (DA), the servicing Civilian Personnel Advisory Center (CPAC) and the Southwest Region staff all stand ready to assist line managers with this responsibility. This handbook contains guidance and information that has been specifically designed to help line managers meet their human resources development obligations. Additional guidance can be found in training regulations (identified on page 4 of this handbook) or obtained from the servicing CPAC.



DELEGATION of TRAINING APPROVAL AUTHORITY

Authorization & Requirements.

Army Regulation (AR) 690-400, Chapter 410, allows for the delegation of authority to approve short-term training (120 days or less) to line managers.

Organization Directors or Commanders have the option of retaining authority to approve all training for their civilian employees, or delegating this authority. When Directors or Commanders choose to retain authority, they must personally sign all civilian training requests.

When Commanders or Directors elect to delegate approval authority to line managers they must do so in writing and identify any restrictions that they choose to enforce regarding the delegation authority.

All managers who are delegated authority to approve training must be briefed regarding this important responsibility, proper procedures, and regulatory restrictions. They must receive this training before they exercise the delegated approval authority.

To document credit for receiving Human Resources Development (HRD) regulatory training, line managers should review the contents of this handbook and complete and return the enclosed regulatory test to Human Resources Development Division (HRDD), SW Region. The Chief, HRDD will advise managers of their test results. HRDD will maintain a list of managers who have been delegated the authority to approve Civilian Training, and maintain a file of the Regulatory Test score sheets.

This authority cannot be transferred or re-delegated, and is valid only while you encumber the position to which authority is delegated. You are accountable to your Commander, Director, or Superintendent on issues related to the delegation of Civilian Training authority.

LINE MANAGER ROLES & RESPONSIBILITIES

Line managers have the responsibility to:

- Be familiar with basic training regulations and requirements.
- Assess the training needs of the organization, and reporting those needs on the annual SW Region survey.
- Incorporate training needs into the organization's strategic plan.
- Budget funds and/or other resources to meet identified training needs.
- Ensure mandatory training requirements are met.
- Approve training requests (where authority has been delegated).
- Develop training plans for employees in special programs.
- Counsel employees on career development.
- Review long-term and leader development application packages and routing to proper destination (such as, Major Command (MACOM) or Functional Chief Representative (FCR)).
- Provide on-the-job orientation for employees new to the organization.
- Ensure new supervisors complete mandatory core leadership training.
- Evaluate completed training.
- Maintain Training documentation for:
 - Delegation of Authority to Approve Training.
 - Purchase of Training.
 - Training for Placement.
 - Academic Degree Training.
 - Continued Service Agreements.
 - Recovery and waiver of training expenses.
 - Acceptance of contribution, award or payment.
- Develop an Individual Development Plan (IDP) for each employee.
- Report completed training to Civilian Personnel Advisory Center (CPAC).



COMMANDER ROLES & RESPONSIBILITIES

Commanders and activity directors have the responsibility to:

- Ensure that necessary funds and other resources are allocated to meet training needs.
- Ensure all mandatory training is accomplished in a timely fashion, to include new supervisors.
- Provide adequate facilities and equipment for the efficient and cost effective delivery of training programs.
- Develop an Individual Development Plan (IDP) for each employee.



CPAC ROLES & RESPONSIBILITIES

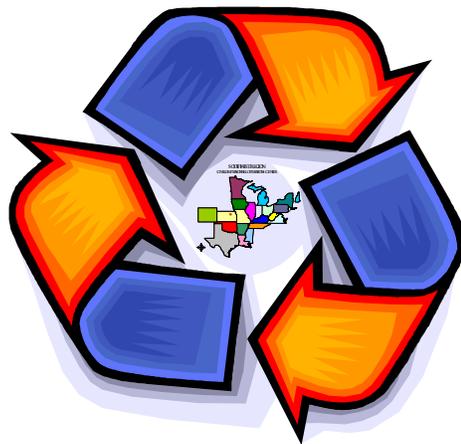
Civilian Personnel Advisory Centers (CPAC) have the responsibility to:

- Provide HR advice and assistance.
- Assist supervisors with the assessment of training needs.
- Identify training sources, methods and techniques for local courses.
- Facilitate and/or coordinate local training courses.
- Utilize existing automation systems (i.e., Defense Civilian Personnel Data System (DCPDS), Oracle Training Administration (OTA) Lite.
- Monitor the quality of course content and delivery systems.
- Serve as a liaison between supervisors and the Regional HRD.
- Maintain records of Delegation of Approval Authority.
- Ensure training records are updated utilizing OTA-Lite in DCPDS.

REGIONAL ROLES & RESPONSIBILITIES

The SW Regional HRD Division (formerly SWCPOC, HRD Division) has the responsibility to:

- Develop policy and guidance for region-wide training.
- Initiate and consolidate Human Resources Development (HRD) Plans within the region.
- Prepare regional training reports.
- Develop and marketing regional HRD programs.
- Execute regional training.
- Assist CPACs with OTA-Lite training to ensure training records are correctly updated in the Defense Civilian Personnel Data System (DCPDS).
- Analyze the effectiveness of HRD accomplishments within the region.
- Provide professional HRD advisory services.
- Conduct regional training needs survey and develop an annual training plan.



ARMY REGULATORY INFORMATION

Additional Army regulatory information can be obtained from the following sources:



- Department of Army Regulation 690-400, Chapter 410.
- Executive Order 11348.
- Government Employees Training Act as amended in 1994.
- Title 5 of the United States Code (Chapter 4).
- Title 5, Code of Federal Regulations (Part 410).

OVERVIEW

STEPS REQUIRED TO OBTAIN THE DELEGATION OF TRAINING AUTHORITY:

1. Line Manager reads and becomes familiar with the Managers' Training Handbook and Army Regulations governing training.
2. Line Manager completes the Regulatory Test.
3. HRDD Chief reviews the Regulatory Test and verifies successful completion using the answer sheet. HRDD Chief advises Regional Director of testing completions, and recommends delegation of approval authority be given to appropriate personnel.
4. Director or Commander delegates Training Authority and signs Memorandum addressed to the appropriate line manager.

Questions concerning HRD issues or delegation of approval authority should be referred to the Chief, HRDD, at 785-239-0088.

This handbook provides line managers with a general overview of current Human Resources Development (HRD) rules and regulations. Line managers should be familiar with and consider each of these items prior to exercising their training approval authority.



APPROVAL FOR TRAINING

Employees must be granted approval for attending training prior to the course start date. Training requests received after employees have enrolled or begun the training should be disapproved. Employees who enroll in non-Government training without prior written approval may be held personally responsible for the total cost of the training. Self-review/approval constitutes a conflict of interest. Managers with Delegated Training Authority must submit their own training requirements to the next higher authority.

Source: AR 690-410 3-2 b (2).



PURPOSE OF TRAINING

Line managers are responsible for ensuring that any training they approve is mission related. A training occurrence meets the definition of “mission related” if it satisfies any of the following criteria:



- the training supports the organization’s strategic plan.
- the training is being provided to improve an employee’s current job performance.
- the training allows for expansion or enhancement of an employee’s current job.
- the training enables an employee to perform potentially needed duties outside their current job but at the same level of responsibility.
- the training is designed to meet organizational needs in response to human resources plans, downsizing or restructuring and program changes.

Training requests that do not meet the criteria listed above may not be authorized.

Source: Title 5 USC 4103 & 5 CFR Part 410.101.

INDIVIDUAL DEVELOPMENT PLANS (IDPs).

- IDPs for employees are highly recommended.
- Supervisors should use IDPs as part of an employee’s performance counseling.
- Include formal training, on-the-job training, developmental assignments, training dates, locations, and possible sources of training.

PURCHASING GUIDELINES

Non-Government training may be authorized and certified by managers provided the training is regularly scheduled, open to the public, and the price does not exceed that charged to other students. Training which costs less than \$25,000 does not have to be submitted to a contracting officer; it should be paid with the Government IMPAC credit card.

Managers (or host proponent of the course) must document and maintain records demonstrating competitive process (of 3 sources or more) when training exceeds \$2,500.

The method of payment for commercial training up to and including \$25,000 is the government purchase card. Continue to use the Department of Defense SF 182 to request, authorize, and certify completion of training. **Source: DoD 1400.25-M 2c & AR 690-410 3-4b.**



ADVANCED PAYMENT OF TRAINING EXPENSES

Most training suppliers will invoice you upon completion of training. Where vendor requires advance payment, use a Government IMPAC card or SF 182. Check with Finance on any requirements prior to the start of training.

AUTHORIZING PREMIUM PAY/OVERTIME FOR TRAINING

Premium pay (overtime) is normally not authorized for training or travel. There are exceptions for employees covered by the Fair Labor Standards Act (FLSA) and those exempt from FLSA (Title 5) for both training and travel. Reference 5 CFR 410.402 and 550.112 for Exempt Employees and 5 CFR 551.422 and 551.423 for Nonexempt Employees. Exempt or non-exempt status is reflected in Block 35 of SF-50.

PAYMENT FOR BOOKS OR REFERENCE MATERIALS

Line managers may authorize reimbursement for all or part of books or reference materials required to successfully complete training. Either the organization or the employee may retain training materials paid for by the organization. It is encouraged that each organization develops internal policies outlining what types of materials will and will not be reimbursed.

Source: AR 690-400 Chapter 410, 4-1 c(2).

FUNDING OF EQUIPMENT FOR TRAINING

Payment of training expenses does not generally include such items as calculators, laptop computers, or software. Line managers may approve the purchase of such items or equipment, if they are required to successfully complete training. However, a determination that such items are not available within the individual's organization for temporary loan during the training period must be documented by approving official prior to purchase. Items purchased under this authority are government property and must be delivered to the organization upon completion of training and be placed under appropriate property accountability controls.

Source: AR 690-400 4-1 c(3).

RECEIPT OF AWARDS OR ITEMS OF VALUE IN CONNECTION WITH TRAINING

Employees receiving training in non-Government facilities may be authorized to accept grants or contributions to defray expenses incident to the training.

Acceptance must be approved by the Commander and may be authorized only when the contribution is appropriate to meet reasonable expenses associated with the training. Acceptance should not be authorized when it would place the recipient under improper obligation to the provider or create the appearance of a conflict of interest.

Contributions may be accepted from organizations determined to be “non-profit” organizations. Items may not be accepted as a reward for services rendered to the organization prior to, during or after the training or meeting.

Source: AR 690-400, Chapter 410- 5.



SELECTION OF EMPLOYEES/FACILITIES FOR TRAINING

The selection of employees for training must be made fairly and equitably. Line managers should ensure that selected training facilities are accessible to employees with disabilities and do not discriminate in the admission or treatment of students.

Source: AR 690-400 3-2 (a).



SERVICE OBLIGATION AGREEMENTS

Department of the Army policy requires civilian employees selected for non-Government training in excess of 80 hours in a single program, and, Government or non-government long-term training and education programs in excess of 120 calendar days, to complete a continued service agreement before assignment to the training. The period of service will equal at least three times the length of the training, to begin upon the employee's return to duty following training completion. Approving officials will retain a copy of each signed agreement (see page4-5, SF 182) and monitor execution of the obligation period. Managers retain a signed copy and contact the CPAC or SWOC HRDD if an employee fails to fulfill the service agreement.

Source: <http://www.cpol.army.mil/permis/7b2.html>

LONG-TERM TRAINING PROGRAMS

Line managers may not approve long-term training programs (over 120 calendar days). Headquarters, Department of Army administers and announces all long-term training/educational opportunities. All long-term training/educational opportunities are competitive. Long-term training announcements and applications are found in the ACTEDS Catalog: <https://cpol.army.mil/library/train/catalog/toc.html>. Long-term training nominations must be approved by the installation/activity commander.

Source: AR 690-400 3-2 b (5).



CONTRACTING FOR LONG TERM TRAINING

Requests to contract with a non-Government training source to develop or conduct training of more than 120 calendar days must be submitted to OASA (M&RA), ATTN: SAMR-CP-MP, 200 Stovall Street, Alexandria, VA 22332-0300 for approval. Training programs arbitrarily split between two or more school terms or training sessions will be considered one continuous program.

Source: AR 690-410 3-2 b(4).

CONTRACT EMPLOYEES PARTICIPATION IN CIVILIAN TRAINING

Contract employees are selected for their expertise in a subject area. Training for contract employees should be limited to rules, practices, procedures and/or systems that are unique to the employing agency and essential to the performance of the contractor's assigned duties.

Source: OPM Training Policy Handbook, HRD-96-1.



MILITARY PARTICIPATION IN CIVILIAN TRAINING

Military members may participate in training intended for civilians; however, the cost of the training must be reimbursed from the proper military account.

Source: AR 690-410 1-4.

NON-APPROPRIATED FUND EMPLOYEES

Non Appropriated Fund (NAF) employees are eligible to attend training paid from appropriated funds; however, travel, per diem and tuition expenses must be provided using NAF funds.

Source: AR 690-410 1-4.

STUDENT CAREER EXPERIENCE EMPLOYEES

Line managers may pay all, part or none of the training expenses for students hired under the Student Career Experience Program.

Source: AR 690-410 3-6.

EMPLOYEES PARTICIPATING IN FORMAL TRAINING PROGRAMS

Employees participating in formal training programs (interns, VRA, trainees, etc.) are required to complete training identified in their training plan prior to being considered qualified for a position. Line managers should be familiar with the training requirements listed in the employee's training plan and make every effort to ensure that the employee receives the identified training within the time frames prescribed. Line managers unfamiliar with the requirements of a specific training program should contact their servicing Civilian Personnel Advisory Center (CPAC) for additional information.



ATTENDANCE AT CONFERENCES

Line managers may use their Training Approval Authority to approve an employee's attendance at a conference as a developmental assignment when:

- conference is relevant to improving individual and/or organizational performance and
- developmental benefits will be derived through the employee's attendance and
- more than 50% of the time is spent exchanging information between the participants and the presenters
- purpose is educational.

Source: 5 CFR 410.404

TRAINING EMPLOYEES FOR PROMOTION

Managers must use merit promotion procedures (competition) when selecting employees to attend training that is being provided that may enable the employee to qualify for a reassignment or for a promotion.

Source: AR 690-400 3-7

TRAINING EMPLOYEES FOR DIFFERENT OCCUPATIONS

Line managers must utilize merit promotion procedures when selecting employees to attend training that is being provided that may enable the employee to qualify for a different occupational series.

Source: AR 690-400 3-7



PAYING FOR ACADEMIC DEGREES

Generally - it is prohibited to use training for the sole purpose of obtaining an academic degree.

- National Defense Authorization Act FY01 –
- Memos – OSD Aug 15 2001/DA Oct 26 2001.
- Authorized Civilian Academic Degree Training when part of a planned systematic and coordinated program of professional development.
- Institutions must be accredited.

Memos –

- October 6, 2003 – ASA (M&RA).
- October 30, 2003 – G-1.
- Rescinded authority of MACOM Commanders and delegated authorities to approve Civilian Academic Degree Training.
- Approval must be obtained from ASA (M&RA).
- Approval process requested Jan 2004.

It is interpreted that Acquisition (Defense Acquisition Workforce Improvement Act) employees have separate legislation authorizing degree training. ACTEDS degree training approved by Functional Chief Representative (FCR) falls under this rescission.

PROFESSIONAL CREDENTIALS

The National Defense Authorization Act for FY02 permits agencies to pay expenses for employees to obtain professional credentials. This was done to provide an incentive for recruiting and retention of civilians. This policy permits agencies to pay for professional accreditation, licenses, certification, and exams for credentials.

Memos -

- DOD delegated to DA on 17 Jun 02.
- DA, 20 Jun 03 (incl DOD policy) – delegated to MACOMS, IRAs and Admin Assistant to Secretary of Army. May be further delegated in writing.
- Must be beneficial to systematic development and enhanced job performance.
- Must support management objectives, national security, or mission imperatives/goals.
- Must comply with DOD Guidance, meet Collective Bargaining Obligations, and be consistent with Merit System Principles.
- Professional Credentials must be reported in DCPDS, and procedures are being worked out.

DA Restrictions-

- Prior written approval required.
- No retroactive payments.
- Payment is reimbursed after receipt of credential using SF-1164.
- May not be used to pay for degrees or for memberships in professional societies.

Source: 690-400, 3-9.

APPROVAL OF LINE MANAGEMENT TRAINING REQUESTS

Since self-review constitutes a conflict of interest, line managers who are delegated authority to approve training must submit their own requests for training to the next higher level with training approval authority.

Source: 690-400, 4-2 (a).

TRAINING SPONSORED BY A FOREIGN GOVERNMENT OR ORGANIZATION

Any training which will be conducted by a foreign government, international organization, foreign instrumentality or facilities outside the continental United States must be forwarded to HQ DA, OASA (M&RA), ATTN: SAMR-CP-MP, 200 Stovall Street, Alexandria, VA 22332-0300 for approval. Fully justified requests for this type of training must be received at least 90 days prior to the requested travel and training.

Source: AR690-400, 3-6(d)

TRAINING FOR PLACEMENT IN ANOTHER AGENCY

An Army employee may be trained to meet the qualification requirements of a position in another agency if the head of the agency determines that such training would be in the interest of the government.

- Before undertaking any training, the commander shall determine that there exists a reasonable expectation of placement in another agency.
- When selecting an employee for training under this section, the commander shall consider:
 - The extent to which the employee's current skills, knowledge, and abilities may be utilized in the new position.
 - The employee's capability to learn skills and acquire knowledge and abilities needed in the new position, and
 - The benefits to the government which would result from retraining the employee in the Federal Service.
- Appropriated funds may not be used to retrain Army employees for positions outside the Federal government. Training for outplacement to positions in the private sector must be accomplished under Department of Labor sponsored programs such as the Job Training Partnership Act. Exceptions to this restriction include basic workplace skills training, e.g. computer literacy, resume preparation, etc.

Source: 5 USC 4103 (b) and 2301



RESTRICTED TRAINING – PUBLIC LAW 106-58.

Training that is offensive to Federal employees and unnecessary for execution of official duties is prohibited. The guidance on training restrictions in Public Law 106-58 is outlined on the Office of Personnel Management web page at the following URL:

<http://www.opm.gov/hrd/lead/Policy/pl106-58.asp>

Public Law 106-58, Section 625, 2000.

MANDATORY TRAINING

The following is a list of Army-wide mandatory training requirements:

All Army Employees:

- New Employee Orientation.
- AIDs/HIV in the Workplace.
- Computer Security Awareness.
- Ethics Training. One time requirement.
- Prevention of Sexual Harassment.
- Substance Abuse Training.
- Subversion and Espionage Directed Against the Army.

Career Interns:

- Action Officer Development Course (AODC) 131 P00. Required for all career interns.
<http://www.train.army.mil>
- Civilian Education System Foundation Course. Required for all career interns if entered Army Civilian Corps after 30 September 2006. Available on-line.
<http://www.amsc.belvoir.army.mil/ces/fc/>

Supervisors:

- Supervisory Development Correspondence Course - 131 F21. On-line, required for all first-line supervisors and administrative officers (military and civilian). Course must be completed within one year of appointment.
<http://www.train.army.mil>
- Civilian Education System Basic Course. Required for Army civilians in permanent appointments, assigned as a team leader or in supervisory or manager position and have not been granted course credit.
<http://www.amsc.belvoir.army.mil/ces/bc/>
- Supervisor's Course in the Prevention of Sexual Harassment. Required for military/civilian supervisors of three or more civilians.

Managers:

- Manager Development Course 131 F31
On-line course. Available as a self development tool.
<http://www.train.army.mil>
- Civilian Education System Basic Course. Required for Army civilians in permanent appointments, assigned as a team leader or in supervisory or manager position and have not been granted course credit.
<http://www.amsc.belvoir.army.mil/ces/bc/>
- Civilian Education System Intermediate Course. Required for Army civilians in permanent appointment to supervisor or manager position and have not been granted course credit.
<http://www.amsc.belvoir.army.mil/ces/ac/>

TRAINING APPROVAL CHECKLIST

Line managers are encouraged to review the following checklist prior to approving training requests. The checklist is designed to help identify areas where regulatory guidance may apply to specific requests.

ITEM	QUESTION	IF THE ANSWER IS:	REFER TO PAGE
1.	Have you been delegated approval authority for Civilian Training in a letter from your Director/Commander?	No/Unsure	3
2.	Has the training already started?	Yes/Unsure	8
3.	Is the training related to your mission?	No/Unsure	8
4.	Does the training appear on the employee's IDP?	No/Unsure	8
5.	Is there cost associated with the training?	Yes/Unsure	9
6.	Does the vendor require an advanced payment?	Yes/Unsure	9
7.	Will the employee be required to work hours outside their normal work schedule in order to attend the training?	Yes/Unsure	9
8.	Will the employee require books or materials not included in the tuition in order to attend the training?	Yes/Unsure	9
9.	Will the employee require equipment not included in the tuition in order to attend the training?	Yes/Unsure	9
10.	Will the employee receive an award or item of value in connection with the training?	Yes/Unsure	10
11.	Are certain employees being denied this training?	Yes/Unsure	10, 13
12.	Does the training facility accommodate employees with disabilities?	No/Unsure	10
13.	Does the vendor discriminate against certain employees?	Yes/Unsure	10
14.	Is the training over 80 hours? Is a Continued Service Agreement needed?	Yes/Unsure	10, 11
15.	Is the training over 120 days?	Yes/Unsure	10, 11
16.	Is the training for a contract employee?	Yes/Unsure	11
17.	Is the training for a military member?	Yes/Unsure	11
18.	Is the training for a non-appropriated fund employee?	Yes/Unsure	12
19.	Is the training for an employee participating in the student career experience program?	Yes/Unsure	12
20.	Is the training for an employee participating in a formal training program (VRA, Upward Mobility, Intern, etc.)?	Yes/Unsure	12
21.	Is the request for a conference?	Yes/Unsure	12
22.	Is the training being provided to prepare an employee for a higher level position?	Yes/Unsure	13
23.	Is the training being provided to prepare an employee for another type of position?	Yes/Unsure	13
24.	Is the training being provided to assist an employee to obtain an academic degree?	Yes/Unsure	13
25.	Is the training request for you?	Yes/Unsure	14
26.	Is a foreign government or company sponsoring the training?	Yes/Unsure	14
27.	Is the training being provided to enable an employee to be placed in another agency?	Yes/Unsure	15

MANAGERS TRAINING HANDBOOK
REGULATORY TEST

NAME:

SCORE:

1. Army regulation AR 690-400 allows for line managers to be delegated the authority to approve training that:
 - A. is 50 hours.
 - B. is 40 hours or less.
 - C. is 120 days or less.
 - D. is 125 days.

2. Which of the following is NOT a line manager responsibility?
 - A. Facilitating and/or coordinating local training courses.
 - B. Being familiar with basic training laws and regulations.
 - C. Ensuring mandatory training requirements are met.
 - D. Approving training requests where authority has been delegated.

3. To be approved, training requests must be "mission related." Which of the following types of training meet the definition of "mission related"?
 - A. Training that supports the organization's strategic plan.
 - B. Training that allows for expansion of an employee's current job.
 - C. Training that is designed to improve an employee's performance.
 - D. All of the above.

4. Training which costs less than \$25,000 does not have to be submitted to a Contracting Officer; it should be paid with the Government IMPAC credit card.
 - A. True
 - B. False

5. Overtime may be authorized for training when:
 - A. allowed by local policy.
 - B. authorized by the Fair Labor Standards Act.
 - C. when training falls on a day that an employee is normally scheduled to work.
 - D. all of the above.

6. If training is purchased using a Government credit card, an employee does not need to request the training using a Department of Defense SF 182.
 - A. True
 - B. False

7. An employee is required to sign a service obligation agreement :
 - A. when the non-government training exceeds 80 hours.
 - B. when the government training exceeds 120 calendar days.
 - C. before the assignment to the training.
 - D. all of the above.

8. Can contract employees attend civilian training?
 - A. yes.
 - B. yes, but only training that concerns rules, practices or procedures unique to the employing agency.
 - C. yes, but only training that involves no cost to the employing agency.
 - D. no.

9. Can non-appropriated fund employees attend civilian training?
 - A. yes.
 - B. yes, but only if the tuition and/or travel expenses are paid for using NAF funds.
 - C. yes, but only if the training is not offered through NAF training sources.
 - D. no.

10. Line Managers must have their own training requests approved by the next higher level with training approval authority.
 - A. True
 - B. False

V1-10/96

SAMPLE MEMORANDUM

MEMORANDUM FOR [Name, Title, Organization](#)

SUBJECT: Delegation of Approval Authority for Civilian Training

In accordance with the provisions of AR 690-400, Chapter 410, paragraph 3-6(e), you are hereby delegated the authority to approve individual government and non-government short-term training requests for civilian employees within the Southwest Region. This authority may not be further delegated.

To be delegated this authority, you were required to read the Manager's Training Handbook on the proper procedures and responsibilities associated with this authority and successfully complete and submit accompanying test to the Human Resources Development Division (HRDD). [Name of verifying official](#) has verified that you satisfactorily accomplished this requirement on "[date](#)."

This delegation of authority is effective immediately. It will be terminated if you leave your position, if you fail to execute the authority properly, or as required by other extenuating circumstances.

[Name of Authorizing Official](#)
[Title of Authorizing Official](#)

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