BY ORDER OF THE
COMMANDER AEROSPACE AND MAINTENANCE REGENERATION CENTER

AMARC HANDBOOK 36-4011

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Personnel

IDENTIFYING AND PROCESSING TRAINING REQUIREMENTS

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This is the initial handbook.

IDENTIFYING AND PROCESSING TRAINING REQUIREMENTS

Catalog search: Examine future workloads and present duty to determine training needed. Search Education and Training Management System (ETMS) database in conjunction with other printed and electronic catalogs to identify course information. Most courses offered through AETC are found in Air Force Education and Training Course Announcements online at http://hq2af.keesler.af.mil. This online publication replaced AFCAT 36-2223, *USAF Formal Schools*.

Supervisors submit training requirements into ETMS. Validation of training requirements is accomplished by the supervisor's division chief or director (as applicable). No action will be taken to process training requests without first completing the validation process in ETMS. Allow as much lead-time as possible to facilitate funding and scheduling. Training personnel review validated training requirements in ETMS and determines funding availability. Supervisors meet with respective division chiefs/directors as necessary to validate/verify training requirements. Supervisors must notify the AMARC Training Monitor immediately when previously valid requirements are determined no longer valid and must be removed from the ETMS validation list. Use written notification to document/identify the training being removed from validation and briefly state reason. Utilize quarterly training reviews to review status of existing validated requests. Valid requirements must be identified with a level of urgency assigned by the applicable supervisor. The production planning team chief is required to notify XPT of upcoming or anticipated firm workloads to ensure adequate advance planning and development time is available to prepare for training requirements. The Financial Management Directorate,Workload Division (FMW) workload projections can identify soft and hard workloads. FMW is available to brief status of workloads as necessary. Soft workloads are tentatively projected but not confirmed at the present. Hard workloads are currently in progress or contracted to begin work in the very near future.

Each supervisor reviews applicable regulatory requirements, e.g., Occupational Safety and Health Administration (OSHA), Air Force Occupational Safety and Health (AFOSH), regulations, etc. in conjunction with individual development plans (IDP), core personnel documents, and appraisals to determine each employee's training needs.

EDUCATION/TRAINING MANAGEMENT SYSTEM–(ETMS) WEB

Point Paper, Mrs. Lucas, AFMC/DPEO, Sep 98

Purpose: The ETMS Web is a web-based, interactive training management system developed to help the supervisor identify employee-training requirements. It maintains an individual training plan for each employee (both military and civilian) that contains training history, position information and current and future training requirements. ETMS Web is available for command-wide use.

To utilize the ETMS Web, you need internet access, a Web browser, and a password issued by your unit training manager.

ETMS Web has a built-in security system that protects an individual's record against unauthorized user access.

HQ AFMC provides funding for ETMS Web–no costs are passed on to the user.

ETMS Web has direct and indirect users that include commanders, supervisors, unit training managers, and education and training specialist.

Direct users, primarily supervisors and unit training managers, are able to systematically identify training requirements for employees and track the progress of their employees' individual training plans.

Indirect users, including education and training professionals, commanders, and functional representatives, benefit from reports generated by data captured in ETMS.

A course catalog allows the user to search by course number, course title, and a unique key term. This will aid in selecting courses for employees that meet both job performance and budgetary concerns. The course catalog provides course descriptions, special requirements, course length, prerequisites, costs, and location of training for an informative view of the course.

NEWLY IDENTIFIED TRAINING REQUIREMENTS

When courses cannot be found in ETMS and training is newly identified for AMARC, it may be necessary to request assistance or bring requirements to the quarterly training review meetings.

Supervisor notifies the training office of requirements: Include what training is needed, who needs training, when needed, location (if known) and estimated cost.

The training manager (TM) and requesting supervisor must verify the information provided

FUNDING: PAYING FOR UNFUNDED TRAINING

TMs use AF or AFMC funds when available. When funding is not available from Air Force or Air Force Materiel Command, the requesting supervisors and managers will determine if training is to be funded with their unit's funds.

The TM will identify suitable course providers and inform requestor. Supervisor confirms student names/ student availability and unit's funding intentions. When funding source is determined, TMs request student quotas through appropriate channels and brief status of requested training quotas at quarterly review meetings.

If more than one training provider is identified, the requesting supervisor will select the most appropriate source based on the requirement, extent of training needed and cost involved.

EMPLOYEE SKILL TRAINING

Employees must possess basic skills and specific position knowledge to effectively perform their job. It is necessary for supervisors and employees to accurately identify training requirements. Catalog searches and examination of core personnel documents can be used to identify required training.

Catalog search: First, supervisor and employee examine future workloads and employee’s present duty to determine training needed. Next, they search training catalogs and identify courses that will provide knowledge, skills and abilities (KSA) at required levels.

Core personnel document: Supervisor and employee use employee’s core personnel document and future workloads to identify training requirements. They then search training catalogs to identify courses that will elevate employee KSA to the required levels.

INDIVIDUAL DEVELOPMENT PLAN (IDP)
INCLUDES FTP AND ETMS

Air Force Instruction 36-401, *Employee Training and Development*, requires supervisors to prepare a formal training plan (FTP). The FTP is recorded and documented using ETMS and will overlap data contained within the IDP.

The objective of the IDP is to identify employee-training needs for professional and self-development. Data entered in the IDP is based on job specifications, future changes to workloads/work methods, and to identify employee self-development needs.

Proficiency Training: Training designed to improve performance, maintain currency or develop new KSA required for successful job performance.

Developmental Training: Training designed to enhance or develop KSAs that may be necessary to progress and perform successfully in higher level positions.

Self Development: Training or other self-initiated developmental activities, funded by the employee or through tuition assistance to better qualify the employee for his or her work, profession, or to contribute to his or her career opportunities.

Career Enhancement Plans (CEP) and Career Development Plans (CDP): Normally part of the employee's IDP; however, the CEP and CDP are the auspices of the host base. The CEP training plan is kept in the employee's personnel folder at Randolph Air Force Base Texas with a copy in the local Careers Program Office at the Civilian Personnel Office (CPO). The CDP is kept in the host base training office with a copy in the employee's AF Form 971, Supervisor's Employee Brief. The IDP will simply refer to these documents.

Civilian Career Programs: Programs that provide a centralized merit promotion system used to fill senior management positions throughout the Air Force. They also provide a centralized mechanism for conducting training and for recruiting difficult or hard to fill positions. These programs are for current Air Force employees only.

Career Enhancement Plan: CEPs are the training plans developed for 1 of the 19 Career programs. The CEP objective is to develop civilian managers and leaders who are capable of meeting both current and future Air Force mission needs, career programs sponsor and fund a number of career development courses and activities.

Career Development Plan: The supervisor establishes CDPs when he or she fills a position established as a career progression position i.e., GS-05/07/09. The supervisor develops a Formal Training Plan for employees filling this type of position.

EDUCATION AND TRAINING OPPORTUNITIES

The Plans and Programs Division, Education and Training Division (XPT) distributes information designed to increase opportunities for education, training and mentorship within the AMARC community. This process is ongoing and consists of marketing/advertising the following items:

1. Tuition Assistance program
2. Careers program
3. Job requirements (AMARC database maintained by XPT)

At a minimum, on two separate occasions during each FY quarter, XPT will use a combination of the following methods to market/advertise above items. The intent is to ensure every AMARC employee is kept adequately informed regarding availability of education and training opportunities.

Primary Communication Methods:

1. E-mail
2. AMARC Bulletin
3. Division Call
4. AMARC Board Meeting
5. Road Shows

Secondary Communication Methods:

1. Quarterly Training Reviews conducted by XPT with supervisors.
2. Employee visits to XPT.
3. Supervisor quarterly reviews with employee.

MANAGEMENT/HUMAN RELATIONS

Managers and supervisors need to understand the operation of the federal personnel management system and the content and impact of major personnel laws, rules and regulations on the work force. They must learn the major functions within the federal personnel management system including staffing, classification, employee and labor relations, and how they interrelate. A thorough understanding of personnel management will assist you in accomplishing your role as a supervisor or leader in today's work environment.

Each new supervisor, by regulation, must have the "Personal Management for Supervisors and Managers" course or its equivalent within the first year of supervisory duties. Air Combat Command and AMARC training offices will automatically schedule new supervisors for this class. Once scheduled, it is incumbent on each individual to attend at the specified time.

It is sometimes desirable to send a current supervisor through the full class again or to a refresher class for an update of current information. In either case, it is necessary for the employee's manager to initiate the training requirement. The following are recommendations for your consideration.

PERSONNEL MANAGEMENT FOR SUPERVISORS AND MANAGERS (Office of Personnel Management Course)

Contents:

a. Merit principles and prohibited personnel practices

b. Position management and classification

c. Staffing placement

d. Promotion and internal placement

e. Performance appraisal and incentive awards

f. Employee development and training

g. Employee relations

h. Employee benefits

i. Labor management relations

j. Reduction in force

k. Equal employment opportunity

Estimated costs (as of August 1999):

Tuition: $545 each student or approximately $5,000 for entire class on site.

Same class is available from private source at approximately $2,500 for entire class on site.

REFRESHER NOTE: Content is negotiable.

Two/three day refresher classes are available from private source at approximately $1,500 for entire class.

SUPERVISOR'S CURRICULUM

Increasingly, today's participative organizations demand that people deal directly with other groups or individuals. Effective communication and interpersonal skills facilitate this interactionÖwhile reducing the chances of causing ill will, personal conflict, confusion or wasted time.

To succeed in a participative environment, you must develop all skills necessary to influence othersÖpromote a positive image, motivate others or facilitate changes. At the same time, you need to master listening skills in order to be responsiveÖsolve people problems, cultivate productive relationships, manage conflict and build trust.

To achieve this end we identified the required basic core competencies necessary to build the modern day AMARC supervisor. After analyzing all the competencies and converting them into learning objectives, we identified a curriculum of 10 courses that will enable the graduate to effectively communicate with both managers and subordinates, manage their work environment, identify and resolve conflict and problems, and assist employees in career development.

The 10 courses available to all supervisors are:

1.	Communication	40 hrs
2.	Facilitation	32 hrs
3.	Coaching/Mentoring	16 hrs
4.	Problem Solving Tools	16 hrs
5.	Conflict Management	24 hrs
6.	Empowerment	16 hrs
7.	Employee Development	20 hrs
8.	Team Building	24 hrs
9.	Planning	24 hrs
10.	Time Management	16 hrs

VALIDATING LOCAL AND CONTRACT TRAINING

Training managers in conjunction with supervisors develop milestone charts as necessary to process training requirements, identify training population, establish training time frames, etc.

Locally developed and contractor developed training must pass a validation process prior to being approved for use at AMARC. Validation process requires one subject matter expert (SME) from one applicable workcenter and one instructor from the Education and Training Division to attend the first class and validate course material/presentation. The SME must be a person technically qualified to determine if training delivered actually satisfies requestor's needs. When training fails a validation process, it can be discontinued or changed to satisfy requirements; then re-entered into the validation process. Training that passes the validation process is considered approved for use by AMARC.

FUNDING TRAINING AND EDUCATIONAL OPPORTUNITIES

There are two methods to identify training requirements and three methods to fund requirements. While one method may be preferable to another, no method is a sure success.

IDENTIFYING TRAINING REQUIREMENTS

In-Cycle Requirements: ETMS Web replaced surveys as the primary means to determine and document future training requirements. Training requirements are entered into ETMS to identify future training requirements. Also, ETMS maintains a record of all past training completions. This information enables managers at Headquarters Air Force Materiel Command (HQ AFMC) and Air Education Training Command (AETC) to forecast and procure training funds in advance through the budget process and to identify training sources. Funded training class quotas are distributed to AMARC through a mission priority system set at HQ AFMC. HQ AFMC/DP personnel frequently acquire additional training funds. Consequently, we are periodically asked to provide current unfunded requirements to HQ AFMC for further action.

Out-of-Cycle Requirements: There will always be training requirements and opportunities that come up with very short lead times. These are Out-of-Cycle-Requirements. We process out-of-cycle requirements on an individual basis by request letter to 355th Mission Support Squadron, Employee Development and Training (355 MSS/DPC-T). A written justification must accompany each out-of-cycle requirement. Funding is the limiting factor. If AMARC funds are not available, and we cannot obtain a (centrally funded) quota from AETC, the requirement is added to our AMARC unfunded training requirements list.

NOTE: Training requirements may be identified in ETMS at any time. Quarterly training reviews were established to provide an opportunity to discuss future training needs well in advance of projected workloads.

FUNDING TRAINING REQUIREMENTS:

Three Methods

1. Centrally Funded: Numerous courses offered through AETC are available at no cost to the user. AETC's primary mission is to provide formal military program training (professional and technical) to the fighting forces and their support functions. AETC issues class quotas to HQ AFMC, which in turn distributes class quotas throughout AFMC centers based on mission needs. These centrally funded class training quotas are limited. Each center receives only a small percentage of total requested quotas. Most courses offered through AETC are found in Air Force Education and Training Course Announcements online at http://hq2af.keesler.af.mil. This online publication replaced AFCAT 36-2223, USAF Formal Schools.

2. PEC Code 88751 Training Funds: Each year we receive a very limited initial allotment of training funds from AFMC. AMARC's allotment is a percentage based on the prior year's allotment and usually equals about 10 to 20 percent of our requirement. This money is fenced for training and cannot be used for anything else. HQ AFMC is usually able to provide additional funds for training and distributes it to centers according to requirements in order of priority. We have been very fortunate to receive funding for all our requirements in recent years.

3. Unit Training Funds: Each AMARC organization has the authority to use some of their budget money for training. For employees in the Depot Maintenance Activity Group (DMAG), a dollar amount based on past requirements is set aside for their training requirements. Operations and Maintenance (O&M) budget authority has no such organizational training funds. If a unit decides to pay for an unfunded training requirement, they must take funds from their existing budget authority. In this case, the unit has decided to fund their own training requirements. Also, the commander may provide training funds from his allotment of money. This would occur when justification is sufficient to warrant use of these funds for critical mission needs. In either case, organizations have authority to augment training funds when necessary.

PROCEDURE

NOTE: Air Force and AFMC funds are used first when available. If funding is not available from AF or AFMC, requesting AMARC managers must determine if training is to be funded using AMARC funds.

The Training Manager (TM) will identify suitable sources for training and inform requestor in writing. Requesting supervisor confirms student names/student availability and unit's funding intentions. When the funding source has been determined, TMs request student quotas through the Chief, 355 MSS/DPC-T and brief status of requested training quotas at quarterly review meetings. DD Form 1556 is required.

If more than one qualified training provider is identified, the requesting supervisor may select the most appropriate.

FUNDING EDUCATIONAL OPPORTUNITIES:

Civilian Tuition Assistance Program: The Tuition Assistance (TA) program cannot be funded through the PEC Code 88751, Training Funds. Therefore, AMARC must fund the TA program with additional money. Each year the Chief, Education and Training Division submits the next year's TA requirement to the AMARC Budget office for inclusion in AMARC's budget plan. Courses requested through TA must first be identified in each individual's individual development plan (IDP). The proposed dollar requirement is based on the previous year's requirement with calculated increases or decreases, depending on current employee response.

Using the DD Form 1556 for Training

Request, Authorization, Certification of Training and Reimbursement

Reference: AFI 36-401, Attachment 11

Supervisors must process a DD Form 1556, **Request, Authorization, Certification of Training and Reimbursement**, for training when one or more of the following exist: **First:** When the Center Training Monitor, provides written notification stating a DD Form 1556 is required. **Second:** When formal training received is 8 or more hours in length. **Third:** When training costs are involved, regardless of length. **Fourth:** When training will be entered into individual's official training history.

A DD Form 1556 must be completed, approved, and submitted for each trainee. Prior to training start date, the supervisor initiates, signs and dates a DD Form 1556 for each individual who will attend training. Students will not be allowed to attend training if a DD Form 1556 has not been approved.

Supervisor routes DD Form 1556 through the division chief for review/approval and signature; then forwards the DD Form 1556 to the XPT Center Training Monitor at least 3 working days prior to training start date. (Eight working days prior to training start date when TDY/travel is involved.)

The Center Training Monitor reviews each DD Form 1556 for accuracy; retains one copy and forwards a second copy to the DMAG training funds manager who completes the DMAG funding process as applicable. **NOTE 1**

At least 2 working days prior to training start date; AMARC/XPT personnel deliver original DD Form 1556 to the employee development specialist (EDS), 355MSS/DPC-T. The EDS reviews each DD Form 1556 to ensure it is properly completed and legally accurate. **NOTE 1**

When the EDS receives training completion certificates, the EDS processes applicable information into employee's computer training history (if required) and completes the funding process (if required). **NOTE 2, NOTE 3**

NOTE 1. If information on the DD Form 1556, **Request, Authorization Agreement, Certification of Training and Reimbursement** is determined to be inappropriate or contrary to governing directives, training will be disapproved.

NOTE 2. Either the student or their supervisor must forward one copy of training completion certificates to the Training Monitor at XPT or the EDS within 3 working days following training completion.

NOTE 3. If training includes a TDY, employee must furnish a paid travel voucher (the computer product that Finance sends to them) to 355MSS/DPC-T no matter whose funds were used to fund the training. The training will not be entered in the individual's computer training history without the certificate and paid travel voucher.

AMARC TUITION ASSISTANCE

General Information

The Civilian Tuition Assistance Program (CTAP) is offered to all permanent AMARC civilian employees with at least one year of continuous service. The purpose of the program is to promote self-motivated career enhancement through education. CTAP will pay 75 percent of tuition costs for Air Force mission-related courses up to a yearly cap of $3500. There is a career long cap of $6000 for undergraduate courses and $8000 for graduate courses.

AMARC civilian employees wishing to apply for tuition assistance must obtain a signed degree plan from the school they wish to attend, and complete a DD Form 1556 and an AMARC Civilian Employee Tuition Assistance Form. Employees must have their first line supervisor and director sign or initial the forms and submit them, along with the degree plan, to XPT. The courses will be assessed for mission-relatedness and funds availability. Once the approval process is complete, the AMARC Civilian Employee Tuition Assistance Form will be signed and returned to the employee. The employee then submits the form to the school registrar and receives credit for 75 percent of the tuition owed. Blank TA forms are located on the AMARC intranet and in the AMARC Training building 7708.