



**FORT DRUM
CIVILIAN PERSONNEL
ANNUAL TRAINING PLAN OF
ACTION
FY08**

TRAINING PLAN OF ACTION

MISSION STATEMENT



PROVIDE A PROGRESSIVE AND EFFICIENT TRAINING PROGRAM WHICH WILL ALLOW MANAGERS AND SUPERVISORS TO EXERCISE SOUND FISCAL AND PERSONNEL MANAGEMENT WHILE AFFORDING EMPLOYEES THE OPPORTUNITY TO MAKE A DIRECT CONTRIBUTION TO MISSION ACCOMPLISHMENT THROUGH INTEREST IN, AND EXPANSION OF, THEIR CAPABILITIES AND PERSONAL POTENTIAL



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT DRUM
10000 10TH MOUNTAIN DIVISION DRIVE
FORT DRUM, NEW YORK 13602-5000

IMNE-DRM-HR

NOV 22 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Civilian Employee Training and Development Policy Statement

1. It is the policy of the Department of the Army (DA) and Fort Drum that employees will be developed through a progressive and efficient training program. Consistent with this concept, it is Fort Drum's policy that:

a. The selection of employees for training will be made without regard to race, sex, color, religion, national origin, age, handicap, or marital status in compliance with the objectives of the Equal Employment Opportunity Program, Federal Women's Program, Hispanic Employment Program, and the Upward Mobility Program. All program managers and supervisors will understand the fundamental relationship of training to performance management and will exercise sound personnel management practices in assuring that all employees receive fair opportunities for training and development.

b. Managers and Supervisors at each level will fully assume their responsibility for realistically determining needs to provide for the development and training of employees assigned to their activities, and will judiciously program funds to accomplish planned training and development actions within prescribed budget limits.

c. Civilian employees in Army Career Programs, Upward Mobility Programs, Career Intern Programs, the Executive and Management Development Program, or other special training programs will receive the training and development prescribed by their respective program, contingent upon available quotas and funds.

d. Employees will participate in the development of their Individual Development Plan (IDP) with their supervisor, and are responsible for satisfactory completion of official training assignments. Employees are also highly encouraged to further their professional and personal self-development, to include participation in professional associations, and similar developmental activities. In addition the Fort Drum Leader Enhancement and Development Education Requirements (LEADER) program, a progressive 48-month program specifically designed to train, motivate, and sustain, quality civilian leaders, is periodically announced installation-wide for enrollment.

2. DA requires all civilian supervisors and first line military supervisors of civilian employees to take both the Supervisory Development correspondence course and the Human Resources for Supervisors course.

IMNE-DRM-HR

SUBJECT: Civilian Employee Training and Development Policy Statement

In addition, civilian supervisors will complete training as required under the Civilian Education System (CES) tiers of learning. Directors will ensure that within thirty (30) days of assignment, new supervisors and managers will be scheduled for the required training. Other mandatory training for new managers and supervisors will include:

a. New Manager Development Correspondence course designated for "supervisors of supervisors or managers of programs, resources and/or policy". As with the above courses, directors will ensure that supervisors are scheduled for this training within thirty (30) days of assignment.

b. Action Officers' Development Course, designed to ensure that civilian career interns and new journeyman level employees possess the knowledge and skills required to function effectively as Action Officers. All new interns and journeymen (professional or administrative appointments with two-grade intervals or with a target grade to full performance) must enroll for the correspondence course within six (6) months of assignment to their position.

3. Directors and supervisors are highly encouraged to continue their personal self-development as leaders by attending the following courses: Seminar for New Managers; Management Development Seminar; Army War College, and the Defense Leadership and Management Program (DLAMP). Directorates will schedule, budget for, and complete leadership training and development for themselves and their subordinates on an annual basis. In order to ensure the integrity of this policy, these requirements will be reviewed with directors on a periodic basis during initial and mid-term counseling sessions.

4. During this time of change, we must train our workforce to meet mission requirements, allowing expansion of capabilities and personal potential, and provide the best management skills and leadership.



DAVID J. CLARK
Colonel, Military Police
Garrison Commander

DISTRIBUTION:

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INTRODUCTION

1. The Fort Drum Training Committee expanded the annual training needs survey establishing long-term training and development goals for the civilian workforce. This planning document included a requirement to identify training needs based on:

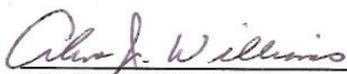
a. Organizational requirements tied to mission, goals, and directorate strategic plans that can be met by training. Directorate Quality Councils were asked to identify changes to mission or functions, to assess where their employees fit into these changes, and to identify training to accomplish this mission. To assist managers and supervisors, the training committee provided a list of projected changes that would impact on the civilian workforce. Directorates were able to identify organizational training needs based on a 3-year outlook.

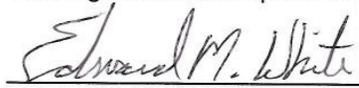
b. Employee training was identified on Individual Development Plans (IDPs) looking at current skill levels of each employee, forecast of mission requirements and the job skills necessary to meet these needs. Training and Development options include formal training courses, developmental assignments, correspondence courses, on the job training, and coaching and mentoring programs. In addition, supervisors were provided with basic information on how to properly prepare an IDP.

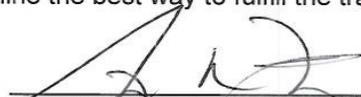
2. The FY08 Training Plan is an operating document to establish and carry out the civilian training program. When used effectively, this plan of action is a manager's tool for planning, programming, budgeting, executing, and evaluating training and development activities. Supervisors may use the plan as a handy reference for answering questions on unfamiliar training and development matters or to acquaint themselves with recent changes.

3. The training needs listed have been identified on the annual training needs survey, but are not meant to be all-inclusive. Identifying and meeting training needs is a continuing process. Needs may occur due to personnel changes, mission/program changes, new technologies, performance deficiencies, legal or regulation mandates, or other reasons. Because training needs are not static, planning and accomplishing training is a challenging task for managers and supervisors at all levels.

4. Supervisors are encouraged to identify needs as they occur. Should a need occur that has not been identified in the plan, the supervisor should submit a memorandum to Directorate of Human Resources (DHR), Training Branch, describing the requirement. A member of the training staff will work with the supervisor to determine the best way to fulfill the training need.


ARLENE J. WILLIAMS 16 Nov 07
Training Resources Specialist DATE


EDWARD M. WHITE 3 Dec 07
Civilian Personnel Officer DATE


GREGORY M. FERGUSON 16 Nov 07
Director of Human Resources DATE


JUDITH GENTNER 21 Nov 07
Deputy Garrison Commander DATE
Chairperson, Training Committee

3-YEAR LONG-TERM TRAINING & DEVELOPMENT GOALS FOR CIVILIANS

1. Develop long-term organizational needs that can be met by training
2. Develop workforce in continuous process improvement
3. Develop long-term occupational (like job functions) development plans
4. Determine at each level, what training is needed for individual functions
5. Develop IDPs for every employee (attached to performance standards)
 - Skills required to perform current job
 - Raise the technological level of the workforce
 - Raise the education level of our workforce (self-development)
 - Continuing education units for civilian employees with NYS college systems
6. Expand Partnerships for training and education
 - Local colleges and social agencies
 - Subject-matter experts
 - Implement like civilian and military training programs
7. Ensure training in quality of work life issues (wellness)
8. Develop the workforce in Strategic Planning
 - Train workforce in Lean Six Sigma
 - Benchmarking
9. Program work, budget and employee schedules to allow for professional development of the workforce

3-YEAR OUTLOOK FOR FORT DRUM

1. Outsourcing trend continues

- More divestiture (Functions eliminated, merged, etc., community partnerships)

- **Training Identified:**

- Career Planning Seminars
- Communications change
- Mid/Long term personnel financial planning
- Change management

2. Training tied to strategic plan

- **Training Identified:**

- How to write goal statements
- How to tie organizational goals to Individual Development Plans (IDPs)
- Tracking goals/expectations all levels
- Management communication to the workforce

3. Organizational Needs Assessments

- Identify changes to org structure
- What is the mission for your organization for the next 3 years
- New mission/new skills required
- Privatization of a function
- Combining functions within a directorate or with another directorate
- Funding for training and employees training
- Where does employee fit into this structure
- Define job function (existing or new)
- Look at job employee is performing now
- Identify tasks for that job/function (ex. knowledge of computer, plumbing)
- Do individual skills & knowledge meet needs of organization & strategic goals
- Identify level of skills/knowledge employee has to meet job function
- New job tasking/technology
- Skills necessary to develop employee to journeyman/generalist
- Career path development
- Reassignment/cross training
- RIF

Training Identified:

- Training in Organizational Needs Assessment
- Individual employee skills training
- Counseling under TAPES
- Preparation of IDPs

4. Job functions will be changed:

- More self-directed work teams
- Different job tools needed (more generalists, journeymen)

- **Training Identified:**

- Courses needed to transfer specialized skills to the generalist concept cross training
- Change management
- Empowerment skills (trust at all levels)
- Peer evaluation and performance measurements
- Team building/group expectations
- Individual goal setting based on strength
- Interpersonal skills
- Peer recognition system

5. Process Management in place:

- Processes will be monitored (Statistical Process Control)
- Organizations prove success through costs and performance measures
- Technology systems that do process/cost tracking

- **Training Identified:**

- Process mapping
- Statistical process control
- Continuous improvement against performance measures
- Activity Based Management (ABM)
- Metrics
- Survey development and analysis
- Benchmarking with internal and external organizations
- Facilitator advanced training
- Project management

6. **Electronic information to every source**

- **Training Identified:**

- State-of-the-art technology
- Statistical data gathering

7. **Management decision based more on sound business practices**

- **Training Identified:**

- Decision-making
- Generating information for decision
- How to use info/data from customer feedback
- Risk analysis
- Effective problem solving
- Empowerment & allowing people to fail (How to accept failure from overachievers/risk takers)
- Trust factor

8. **More competitive marketing**

- **Training Identified:**

- How to conduct market analysis surveys and data gathering
- How to capture additional markets
- How to market our services/goods/info

TRAINING PROGRAM RESOURCES

RESOURCES

GARRISON TRAINING COMMITTEE

The Fort Drum Training Committee is the authoritative body that assists in determining organization and mission needs based on the Garrison Strategic Plan and long-range training goals. This committee supports program budget and evaluates overall program results. Membership of the committee follows:

Garrison Commander	COL David J. Clark
Deputy Garrison Commander	Judith Gentner
IR	Margaret Murphy
CPAC	Edward White
CSO	David Mushtare
DMWR	Hal Greer
DES	Joseph Margrey
DOC	Elie Stowe
DOL	Michael McKinnon
EEO	Eileen Angarita
DRM	David Fraczek
DOIM	Alfonso Archuleta
DPW	Jim Corriveau
DHR	Gregory Ferguson
DPTMS	James Jacaruso
Training Officer	Arlene Williams (Advisor)
AFGE	Robin Johnson
PAI	Deanne Torrence

ACTIVITY TRAINING COORDINATORS

Training Coordinators have been appointed in each organization to serve as liaisons between the organization and the Training Branch. Training coordinators handle administrative support duties such as assisting in completion of training requests, quota realignment functions, consolidating results of training surveys, and ensuring completion of training reports. Training coordinators monitor the training program for their respective organizations and have a very important role in the accomplishment of the training mission. Fort Drum Training Coordinators are listed below:

ACTIVITY	NAME
CG	Barbara Fisch
G/1-7	Lloyd Parish
DHR	Jeanette Hillick
PAO	Vickie Streeter

CHAPLAIN
IG
SJA
CSO
DMWR
DOL
EEO
IR
DOC
DPW
DOIM
DES
LAO
MEDDAC
DPTMS
G-8
DENTAC
CPAC
174th
PAI
ISO
DRM

Carol Johnson
Donna Hajdacz
Ginny Marshall
Michelle Strand
Frances Brooks
Louise Bullard
Roselyn Taylor
Frank Gorri
Martha Locy
David Cook
Lori Hemminger
Cheryl Spencer
Virginia JaQuay
Brenda Hewitt
Lawrence Goins
Maureen Walker
Rhonda Reese
Vacant
Vacant
Susan Barney
Catherine Montgomery
Karen Fossett

TRAINING STAFF

The civilian workforce development function has moved to the Directorate of Human Resources. The Training Resource Specialist:

a. Interacts with managers and directors to plan how the Human Resources Development (HRD) program can best support the organizations strategic direction; formulates and/or recommends a training course of action to include an activity needs assessment, individual/equipment assessments and provides feedback on completed evaluation data in order to document value of the training/changes provided.

b. Consolidates the training needs survey for the installation and prepares the Installation Training Plan.

c. Maintains statistical data relating to training needs and accomplishments for periodic and special reports.

d. Schedules and conducts training to fulfill mandatory training requirements such as Supervisory Development Course (40 hours); coordinates OPSEC/SEADA, Ethics, Security, Information Assurance and other mandatory annual training.

e. Secures quotas for DoD and Interagency schools. Ensures that paperwork is forwarded to the training sources (including budgetary guidelines) is correct.

f. Schedules and conducts onsite training sessions in response to identified needs to ensure the most economical accomplishment of training.

g. Provides career counseling to employees. Advises on appropriate career-management progression and achievable individual development plans utilizing employees training needs and career interests.

h. Manages funding requirements for civilian training.

CAREER PROGRAM MANAGERS

Career Program Managers have been identified in each of the career programs represented on Fort Drum. Career Program Managers are responsible for supporting effective career planning and progression through career counseling. They disseminate information to career program employees, advise and assist employees in the completion of required career registration forms, as well as identifying training needed by careerists for advancement within their career fields. Additionally, career program managers support the installation intern-training program by monitoring progress of interns in their respective career fields and evaluating the quality of intern training. Fort Drum Career Program Managers are:

NAME	MANAGER/CAREER PROGRAM	
EDWARD WHITE	Civilian Personnel Administration	CP-10
DAVID FRACZEK	Comptroller	CP-11
DAVID MUSHTARE	Safety Management	CP-12
MICHAEL MCKINNON	Supply Management	CP-13
ELIE STOWE	Contracting & Acquisition	CP-14
DONALD TEDFORD	Material Maintenance Management	CP-17
JOSEPH MARGREY	Physical Security & Law Enforcement	CP-19
RANDOLPH MURPHY	Public Affairs & Communications	CP-22
MIKE KELLY (Acting)	Transportation Management	CP-24
DEANNE TORRENCE	Manpower & Force Management	CP-26
RANDA ORTLIEB	Housing Management	CP-27
EILEEN ANGARITA	Equal Employment Opportunity	CP-28
JUDY GENTNER	Executive Assistant (Base Operations)	CP-29
JOSEPH AGRESTI	Education Services	CP-31
ARLENE WILLIAMS	Training	CP-32

KARL REIBER	Ammunition Specialist	CP-33
ALFONSO ARCHULETA	Information Management Administration	CP-34
JAMES SHAW	Intelligence (CIPMS)	CP-35
TERRIAL MAYBERRY	Military Personnel Management	CP-50
LYNN SCHWABENTHAL	Morale, Welfare, & Recreation	CP-51
EMMA MILES	Medical	CP-53
DOUG CUBBISON	Historian	CP-61

All Fort Drum Career Program Managers are aware of their responsibilities to provide career counseling, mentoring and general career registration information to their career program employees. All registration forms, availability of courses, paperwork, etc. have been distributed to each Career Program Manager and are also available at cpol.army.mil.

LONG-TERM TRAINING OPPORTUNITIES

Army Management Staff College (AMSC). AMSC provides graduate level, professional development across functional areas such as resource, personnel, logistics, acquisition, and installation management through lectures, case studies, student research and practical exercise.

Army War College (AWC). The AWC studies the role of land power as part of a combined force in support of U.S. National Strategy. The curriculum emphasizes theory, concepts, systems and the National Security decision-making process through case studies, lectures, exercises and war games.

United States Office of Personnel Management (USOPM) New Leader Program. This is a six-month program designed for Federal Employees at the GS 07-11 level who have just entered leadership positions or those who have a high potential for leadership in such positions as: First-line supervisors, team leaders, project leaders, administrative support and members of self-directed work teams. The program includes 3 separate one-week resident seminars plus a great deal of developmental assignments. Cost for this program is \$2595.00 plus travel/per diem.

Executive Potential Program. This yearlong program is designed for employees at the GS11-13 levels who have minimal supervisory experience and the desire to develop leadership skills and strengths to advance at their agencies. This core program includes several residential sessions and individual development activity requiring a great deal of time away from your position. Tuition is \$3950.00 plus travel/per diem.

Other long-term developmental training may be found in the FY07 Catalog of Civilian Training, Education, and Professional Development Opportunities. Such courses include:

Army Comptrollership Program, Syracuse University
Logistics Executive Development Program,
Maintenance Management Professional Enhancement Program
Transportation Management Professional Enhancement Program
The FY 08 Catalog is available for viewing on the net @ www.cpol.army.mil
(Regular application procedures apply)

TRAINING FACILITIES

The DHR Training Branch is located in the McEwen Library-Education Complex, Bldg P-4300, located on Camp Hale Road, a state-of-the-art facility housing the Installation Library, three Distance Learning classrooms, four computer classrooms, and four traditional classrooms. The Human Resource Development (HRD) Center, Bldg P-219 on Nash Blvd, is a state-of-the art facility housing two-three classrooms, a vestibule/break area and storage rooms, all accessible to employees with disabilities.. A second training facility located in Bldg S-2507 has two large classrooms, two break areas, storage rooms and latrine facilities (one to accommodate disabled employees).

The classrooms are used on a full-time basis. All activities that coordinate their own training or meetings may use these facilities when available. DPTMS, Training Branch maintains the master schedule for building S-2507. DHR Education Division maintains the master schedule for the McEwen Library-Education Complex. DHR maintains scheduling for the HRD Center, P219.

GENERAL INFORMATION

GENERAL INFORMATION AUTHORITY

Chapter 41 of Title 5, United States Code, is the statute authorizing employee training in the Federal government. The statute gives authority to the Office of Personnel Management (OPM) to issue regulations governing various aspects of the law.

IDENTIFICATION OF REQUIRED TRAINING

SUPERVISOR'S RESPONSIBILITY

Supervisors are required to identify training needs for employees. The Individual Development Plan (IDP) must look at the specific knowledge and skills required by the employee in view of the organization mission and goals. Training should ensure professional, educational, and technological development of employees in career paths. Supervisors must identify where their area of supervision fits within the directorate's strategic plan and the employee's role in this plan. The IDP should reflect current skill levels, projected job skills and performance and career goals of the employee and what training is needed. When identifying needs, supervisors should consider several factors:

- a. Extent to which employee's performance will be improved by training.
- b. Ability of employee to pass the training on to others upon return to the job.
- c. Training opportunities previously afforded the employee.
- d. Employees own interest in and efforts to improve job performance.

The employee's performance is not the only indicator of training needs. Technological advances, reorganizations, procedural or equipment changes are some of the other factors that impact on training needs. Employees may be trained at government expense when the training received will be used to meet mission requirements.

When a training need has been identified, the nominating official may contact the training staff for assistance in locating training to match the need. If a suitable course cannot be located, the training staff can work with a training vendor to develop a course that fulfills the requirement.

Training requirements that could not be met during FY07, either as a result of unavailable funds or quotas, should be carried forward in FY08.

Prior to sending an employee to training, the supervisor should discuss, with the Employee, the training objectives and how they relate to the employee's official duties.

The supervisor's responsibility does not end with course attendance. Upon returning to work, the supervisor and employee should discuss what was learned and how the employee will apply the new knowledge on the job. Sometimes, under the "train the trainer" concept, the trained employee can share skills learned with other employees, thus, increasing the benefits of the training.

When selecting employees for training, the supervisor should ensure that all eligible employees are given an opportunity for consideration. If the training will prepare individuals for advancement, or is required for promotion, Merit Placement procedures must be followed.

PROCESSING TRAINING REQUESTS Standard Form 182

GOVERNMENT TRAINING

The Standard Form (SF) 182 (Authorization, Agreement and Certification of Training) is the vehicle by which training for civilian employees is requested and authorized. It is also the device for recording and collecting training data necessary to the management of civilian training activities within Fort Drum.

Because the SF 182 is an official training document and because the data is keyed into an automated system, it is important that all information is correct and legible (typed). Codes for all required items are found on the attached sheets of the form. Identify direct and indirect costs in section C. When there are no costs, indicate by typing "No Costs". Always include estimated travel and per diem costs when applicable. Route all SF 182 forms through your activity budget officer to certify that funds will be available. All training requests (for government training) are approved with the following signatures:

Section D: 1a is signed by the first line supervisor.

2a is the Director of employee's activity

Section E: Arlene J. Williams, Training Resources Specialist.
315-772-5635

The SF 182 is required for all training that is four or more hours in length, all mandatory training or for training that has costs, regardless of length. A SF 182 may be submitted for training that is less than four hours (optional). Students completing online courses in the Civilian Education System (CES) should complete a SF182 form to ensure their training is recorded in the DCPDS system.

NOTE: All SF 182 forms requiring tuition must complete billing instructions in Section C6 as follows: Directorate of Human Resources, ATTN: Arlene Williams, Army

Education 4300 Camp Hale Road, Fort Drum, New York 13602-5019. FAX: 315-772-8243.

NON-GOVERNMENT TRAINING

The regulations governing training through non-government facilities are stricter than those that control government training. Training must be to improve individual and organizational performance and assist in achieving agencies mission and performance goals. Training for the sole purpose of obtaining a degree is discouraged.

The request for training through a non-government source must be accompanied by a justification. In cases where the intent of the training is clear, (i.e. OSHA mandated) a brief justification may be recorded in Section B, block 18 along with the training objectives.

Approval authority for non-government training is handled differently than it is for government training. The Training Resources Specialist is the only individual on Fort Drum who has been delegated approval authority for non-government training. Signature blocks for SF 182 form requesting non-government courses are filled out as follows:

Section D, 2a is signed by the activity's approving official (Director).

Section D, 3a should read Arlene J. Williams, Training Resources Specialist. No employee may register in a non-government training facility prior to approval, above. Before authorizing training at a non-government facility, a training specialist must determine that no adequate and reasonably available resource or facility exists within DoD or in other Federal agencies.

Section E is signed by Arlene J. Williams, Training Resources Specialist.

Non-government training requests must be submitted to DHR Training Branch at least ten working days prior to registration.

NOTE: On-site Training Requests: Directorates identifying training needs unique to their own directorates that require outsourcing (contract training) must coordinate through DHR Training Branch prior to contacting vendors. DHR Training is the only authorized COR for contracts up to \$25,000 for Garrison.

In-house training (4 hours or more) conducted by subject matter experts must be documented with the training branch for record-keeping purposes.

WHICH SF 182 FORM TO USE

On-post training, four hours or more in length, requires that a SF 182 be submitted to DHR, Training Division. Two copies of the signed form are sufficient for all ONSITE training when no costs are involved.

SF 182 is required for ALL off post training even if there are no direct costs involved (example: funded by FORSCOM). Supervisors are reminded that a Continuing Service Agreement (SF182 attachment) must be read and signed by any employee who attends training that exceeds 80 hours. For training less than 4 hours, including in directorate training, sign-in sheets are required and one copy furnished to DHR Training. This ensures that all civilians who attend training will be given appropriate credit. Submit SF182 for mandatory training such as Hazardous Materials, Workplace Violence, etc., even if it is less than 4 hours, is necessary to ensure that employees receive credit for training and that a permanent record is maintained.

The Computerized Standard Form 182 (located in Pure Edge) is a major time saver and should be used whenever possible.

MANDATORY TRAINING REQUIREMENTS

To ensure compliance with Department of Defense, Department of Army and other Federal regulations the following courses are identified as mandatory on Fort Drum, by the Installation Training Committee and the Partnership Council, for the civilian workforce:

New Employee Orientation conducted by the Civilian Personnel Advisory Services
OPSEC/SAEDA conducted by Staff Judge Advocate.

Constitution Day Training provided by DHR

Anti-Terrorism training provided by DPTM, Security

Drug/Alcohol Prevention/Substance Abuse provided by DHR.

Prevention of Sexual Harassment , Information Assurance, ASAP/EAP Overview, Ethics, No Fear Act, Composite Risk Management, NSPS, and LEAN Six Sigma are online at the Mountaint site.

Supervisory Development (classroom 40 hours) provided by the CPAC.

CORRESPONDENCE COURSES

Department of Army correspondence courses are available as a no-cost self-development opportunity. Enrollment procedures will be electronically done through the AIPD website <http://www.atsc.army.mil>.

Supervisory Development Course (ST- 5000). This mandatory correspondence course for new supervisors must be routed through DHR Training Branch when completed. All new supervisors (civilian and military) are required to complete this course within the first six (6) months of appointment as a supervisor. You may take this course online. (See Web sites for Army Trainers).

Action Officer Development Course (AODC). This mandatory course is designed to ensure that civilian career interns and new journeymen level employees possess the knowledge and skills required to function effectively as action officers. Supervisors are responsible for identifying and enrolling interns and journeymen level employees (professional or administrative appointments with two-grade intervals or target grade full performance) within 6 months of their appointment. The course number is ST 7000 and is also ordered through the Army Institute for Professional Development. The employee will receive the course materials within 6 weeks. Upon completion, forward a copy of your completion certificate (with grade to DHR, Training Branch for retention). You may take this course online. (See Web sites for Army Trainers)

Manager's Development Course (MDC). Correspondence Course ST-6000 is mandatory for all newly appointed managers (at any grade). For purposes of this training "manager" means supervision of supervisors and must be completed within six months of appointment. This course may be taken via the Web. (See Web sites for Army Trainers)

Other correspondence courses are also available. OPM offers correspondence courses through the National Independent Study Center (NISC). These courses require a tuition fee that must be paid by the employee's organization. The NISC Course Catalog is also available for review in the Training Branch. Correspondence courses with tuition costs require the SF Form 182. If the correspondence course is offered by a government source, approval authority is the same as for any other government training. If the correspondence course is from a non-government source, approval authority will be the same as for any non-government training.

Documentation of Training: The requirement for filing training documents in the Official Personnel Folder (OPF) is rescinded. Effective 1 Oct 96 the following training documents will no longer be stored in the employee OPF.

- VRA Training Plans
- Training Certificates
- SF 182, Authorization, Agreement, Certification of Training
- Computer generated lists of completed training

Documentation of training is required to be maintained IAW Chapter 41 of Title 5 CFR, and Army regulations (which includes all of the above) will be maintained at the DHR Training Branch and entered into the Defense Civilian Personnel Data System (DCPDS). In addition, supervisors must continue to maintain training records as part of the personnel records they have on file.

TRAINING REGULATIONS UPDATE

a. **Training of Contractors.** The United States Office of Personnel Management (USOPM) states that the regulatory guidance for training of contractors is the authority to administer the contract and not training law. However, USOPM further states contractors may only be trained in skills they are not required to bring to the job since contract employees are selected for their expertise in a subject-matter area. Contractors may be trained in rules, practices, procedures and/or systems that are unique to the employing agency and essential to the performance of the contractor's assigned duties. Supervisors of contract employees should carefully review those contracts when requesting training.

b. **Academic Degree Training.** An agency may not authorize training for an employee to obtain an academic degree except those employees enrolled in a planned, systematic, and coordinated program of professional development as identified in the appropriate Army Civilian Training, Education and Development (ACTEDS) plan, Army Acquisition Career Development Plan, Defense Leadership and Management Program (DLAMP), or other Army approved competitive leader/management development program. This is not to be construed as limiting the authority to approve training to develop knowledge, skills, and abilities directly related to improving individual employee performance. If, in the accomplishment of such training, an employee receives an academic credit, the credit is an incidental by-product of the training. In recommending any employee for training that may result in an academic degree credit, Merit System principles (5 U.S.C.) must be applied. Training for any non-government course must be approved prior to registration by the employee. Approval authority is the training officer.

c. **Vendor Payment.** The SF 182 is used as a certification of training funds as well as a document of employee training, it is critical that care be taken to completely fill out this form, and be very sure that all copies are legible. Things to remember – Section B this is the complete name and address of the company conducting the training -- not the hotel or facility the training is held at –Section C -- must include the amount of the tuition charged –Section C -- accounting classification must contain a fund cite or other statement indicating how this tuition will be paid (i.e. on travel orders, centrally funded, etc.) – Section C6 -- must indicate billing instructions for the vendor: Directorate of Human Resources, ATTN: Arlene J. Williams, 4300 Camp Hale Road, Fort Drum, New York, 13602-5019. FAX: 315-772-8243.

d. **Credit Card Payments for Training.** Credit cards are the preferred method of payment for tuition/registration fees. The DHR Training Branch is the only approved authority for payment of tuition via credit card for Garrison activities. SF Form 182, Authorization, Agreement and Certification will be routed through usual channels to include budget offices, where account classification will be provided. In some instances where tuition/registration fees are required to be paid at the vendor site, authorization to pay via employee's credit card must be obtained from the DHR Training Branch prior to TDY.

e. **Onsite Training Courses.** Any directorate that has a need to bring a vendor onsite to conduct training or to send a group of students off-site to a non-government course, must contact DHR Training Branch prior to any discussion of course content, cost, date, etc. with a vendor. Delegation of Approval for non-government training resides with the Garrison Commander and has been delegated to the DHR Training Officer. Approval of training over \$25,000.00 must also be coordinated with the Directorate of Contracting to prevent unauthorized commitments of government funds.

f. **OCONUS Travel.** Because of our close proximity to Canada you are reminded that, IAW Executive Order 11448, civilian employees may not attend training in Canada without prior approval from HQDA. Requests for this training must be sent through DHR Training Branch to DA 65 days prior to required training date.

TRAINING WEBSITES

Civilian Personnel Regulations/Info – <http://www.cpol.army.mil>

Army Logistics Management College – <http://www.almc.army.mil>

Army Management Staff College – <http://www.amsc.belvoir.army.mil>

Civilian Tng, Education & Professional Development Opportunities –
<http://www.cpol.army.mil>

Defense Acquisition University (DAU) – <http://www.acq.osd.mil/dau>

Embry-Riddle University – <http://www.db.erau.edu>

Graduate School, USDA (GS) – <http://grad.usda.gov>

Office of Personnel Management (OPM) – <http://www.opm.gov/leader>

Regents College – (Albany, New York) – <http://www.regents.edu>

RIT (Rochester Institute of Technology) – <http://www.distancelearning.rit.edu>

US Army Management Engineering College – <http://www.syncorp.com/amec>

US Army Information Systems Software Center, Fort Belvoir, Virginia –
<http://www.armycbt.mil>

**FORT DRUM
LEADER
ENHANCEMENT
AND DEVELOPMENTAL
EDUCATION
REQUIREMENTS
PROGRAM**

**FORT DRUM
LEADER ENHANCEMENT AND DEVELOPMENTAL EDUCATION
REQUIREMENTS (LEADER) PROGRAM**

The Army's most important resource is its people. At Fort Drum we believe that the development of our civilian workforce is imperative to serve the needs of the installation and the Army as we face the challenges of the 21st century. Toward this end, we offer this comprehensive program designed to train, motivate, and sustain quality Civilian Leaders here at Fort Drum, to all permanently assigned Appropriated and Non-Appropriated fund employees to include tenant activities assigned to Fort Drum.

LEADER is a progressive 48-months program spanning a variety of training and developmental opportunities designed to develop our future civilian leaders. Participants will be provided an awareness and understanding of leadership principles and techniques as well as how to build the foundation needed to become successful leaders. To complete this program, participants must attend required formal training based on three successive levels of training. In addition, individual developmental opportunities for growth must be completed as well as individual projects. Graduation requirements will include the completion of a program paper.

Once accepted into the program, participants will attend a day of orientation to begin the philosophy of awareness and understanding of leadership, Army mission, vision and goals, installation missions and functions, management/union partnerships and to establish relationships with mentors and peers.

Formal training in this program is divided into "tiers" of learning. Each tier completed will earn participants points needed to graduate from the program. In addition, Developmental Experience Opportunities will be afforded such as serving in a leadership capacity in a program, attending installation level meetings, serve as a team leader outside regularly assigned work, special rotation assignments, etc.

Specially trained Mentors will be assigned to each student with the responsibility to prepare with the student their program Individual Development Plan, to assist in planning and carrying out developmental experiences, verify completed training and act as intermediaries with the Training Committee and the participant's supervisor.

Program oversight is the responsibility of the Installation Training Committee to include approval of applicants into the program, approve funding requirements, select mentors, resolve conflicts and make changes to the status of the program or students.

Open Season for FY08, Class #4 will be 10 January 2008 through 10 February 2008. Application procedures for admittance into the Fort Drum LEADER Program will be accepted during an announced open season and are initiated by the employee. For further information contact the DHR Training Branch, at (315) 772-5635.

LEADER PROGRAM FY07 ACADEMIC YEAR

Each student has a mentor, with mentors being assigned two or three students each. Individual Development Plans for students were created by the students, their mentor and the student's supervisor and incorporate both the requirements of the program and training needs that relate to the job the student already has. Mentors work with students in assigning Developmental Education Opportunities (DEOs), reviewing training completed and awarding points toward each Tier.

Students meet quarterly for "Lunch and Learn" sessions that include briefings presented by their peers on topics of interest to the entire group.

Field trips were offered to students and included visits to and observation of military flight simulator and the Combat Life Saver facility..

A library of books with a variety of topics to include leadership, self-awareness, customer service, taking initiative, self-empowerment, and others has been established for self-paced learning by students. Currently this library has over forty books.

Course curriculum includes Effective Briefing Techniques, Speed Reading, Army Performance Improvement Criteria, Time Management, Empowerment, Supervisory Development and Leadership, Education and Development (LEAD).

Currently there are 12 students enrolled in Class II and 17 Students in Class III.

During this period 2 students completed all requirements and graduated from the program. Other student accomplishments have included:

- Completed Jefferson Leadership Institute

This program continues to challenge both students and mentors and projects a positive image and future potential of the civilian workforce and Fort Drum.

GENERAL PLAN FOR EVALUATION

GENERAL PLAN FOR EVALUATION

Individual courses will be evaluated against stated objectives to determine the effectiveness of training presented. Evaluation will be made by participants, supervisors, training staff, and the Garrison Training Committee. Pre/post tests will be administered on a selected number of training sessions.

Overall evaluation of the Installation Training Program will be a joint effort of the Garrison Training Committee, Management, and the DHR, Training Branch.

There will be a continuing evaluation of training requests versus needs indicated on the annual survey and on employee performance appraisals. The Garrison Training Committee will assist in re-prioritizing training needs throughout the year.

Onsite training programs are evaluated at the end of each fiscal year by the Training Officer, the Garrison Training Committee, the employees who attended the program, and the employees' supervisors as to the effectiveness and long-term anticipated affects of the onsite program.

Managers and supervisors are provided overall evaluations of the on-post training programs and other special programs throughout year. Supervisors receive evaluations on an ongoing basis for off-post courses.

Training tied to the 3-year outlook for the Fort Drum civilian workforce was accomplished in the areas of Advanced Federal Appropriations, Mid-Career Retirement Planning, Supervisory Development, 7 Habits of Highly Effective People, as well as other interpersonal skills, HAZMAT, NSPS for Supervisors and Employees, Workplace Violence, and career management and Behavior skills, Progress has been made in the areas of training evaluations:

- Automation of the training survey
- Automation of course critiques
- Pre & Post training surveys

All provide a method of evaluation of programs, by categories such as employee, supervisor and directorate.

Expanded partnerships for training, in addition to government agencies, now include local colleges such as Jefferson Community College, SUNY and Columbia University.

EVALUATION OF FY07 TRAINING PROGRAM

Emphasis has continued on enhancing specialized Technical Skills/Subject Matter Training as well as 4 classes informing the workforce of their retirement benefits and options. Courses provided during this training year included 7 Habits of Highly Effective People, Basic Industrial Electricity, Workers Compensation for Supervisors, EMT training, Writing and Briefing Skills, Air Load Planners, and Advanced Federal Appropriations. Just in time training was provided to employees on NSPS system. Mandatory training was ongoing on POSH, Ethics, Credit Card, Information Security and OSHA Safety, and Supervisory Development. A total of 77 onsite training events were conducted this FY for 2745 students and 300 additional offsite instances were processed.

Post training course evaluations were completed with a customer satisfaction rating in 21 categories of 4.15 out of 5.0. Increased satisfaction was noted in the areas of a) training was relevant to job success; and b) course better prepared student for job skills and responsibilities

Vendor satisfaction with prompt payment of tuition invoices was monitored on \$236,331.50 in vendor payments with no late payment charges assessed. 95% of vendor payments were made within 3 working days of receipt of invoice.

Due to funding constraints, not all identified training was conducted during this training year.

Training programs provided onsite during fiscal year 2007 included:

SUPERVISORS/LEADERSHIP DEVELOPMENT

EEO

Supervisory Development Course

Coaching and Counseling and Writing standards under NSPS

Workplace Violence Awareness and Prevention

Federal Mediation

Worker's Compensation

INTERPERSONAL-SKILLS DEVELOPMENT/JOB ENHANCEMENT TRAINING

POSH

Disability Awareness in the workplace

Communication Skills under SNPS

4 Roles of Leadership

7 Habits of Highly Effective People
Mid-Career Retirement Planning
Personal Career Management
Leveraging Behavior to Succeed

SPECIALIZED TECHNICAL/SUBJECT-MATTER TRAINING

Installation Protective Posture
DTS training
EMT Certification
OSHA mandatory training
Ethics for civilian employees
Information Security Awareness
Chain Saw Safety
Driver Testing
NIMS/NPR
Effective Briefing
Defense Hazardous Material Waste Handling Course
Airload Planners Course
Hazardous Cargo Certification
Unit Movement
Project Management
High Voltage Electric Safety
FedLog
CYS Youth
Security Managers Training
Critical Incident Command
Writing Skills for Professionals
Advanced Federal Appropriations
HAZMAT Health and Safety

TRAINING REQUIREMENTS

**The following information is based
on the results of the Installation
Training Needs Survey**

**Completion of training
requirements is contingent
upon availability of funds**

FY08 ONSITE TRAINING PROGRAMS

The following general training programs are courses that can be offered onsite. Not all of these courses or required sessions can be provided due to funding constraints. The pages that follow provide a short description of each training program. The courses listed include DoD school offerings, specialized technical courses, computer training, supervisory courses, and general human resource and communications training.

SECTION I

TRAINING PROVIDED ONSITE BY SUBJECT MATTER EXPERTS

The following courses are offered on-post each year at no cost. A variety of local subject matter experts provide the instruction for these training programs.

ALCOHOL/DRUG ABUSE PREVENTION TRAINING

Provides information regarding substance abuse for personnel interested in expanding their scope of knowledge in this area.

Training provided by Directorate of Morale, Welfare, and Recreation (DMWR), Alcohol Substance Abuse Program (ASAP).

Schedule. As requested by individuals.

ANTI-TERRORISM FORCE PROTECTION BRIEFING

Mandatory briefing for military and civilian personnel who will be traveling officially or personally in OCONUS.

Schedule. Multipurpose Auditorium on the 3^d Thursday each month at 1300.

ARMY RECORDS INFORMATION MANAGEMENT SYSTEM (ARIMS) COURSE

Schedule. Ongoing. Provided by Directorate of Human Resources

BACK INJURY PREVENTION TRAINING

This program describes the correct method for sitting, lifting, and carrying heavy packages to protect against a back injury. Designed for wage-grade as well as sedentary employees.

Schedule. As needed. Provided by MEDDAC, Occupational Health.

CAREER SEMINARS AND WOMEN'S ISSUES

Special career enhancement and women's issues programs are sponsored by the Equal Employment Opportunity (EEO) Office, Special Emphasis Programs, Federal Women's Program (FWP) twice a year.

Schedule. TBA.

CIVILIAN EMPLOYEE VETERAN'S SEMINAR (4 Hours)

The EEO Office, Special Emphasis Programs, and the Disability Program committee, provide an update for veteran's benefits and entitlements annually. Local county and state veteran agency representatives brief about services provided to veterans.

Schedule. TBA.

COMPENSATION REFRESHER COURSE (Worker's Compensation)

This program is a refresher course for all supervisors on Continuation of Pay for injured employees; how, when, and what forms to use, what to do with suspected abuse of compensation, etc.

Schedule. As needed. Provided by CPAC

CORRESPONDENCE/OFFICE PROCEDURES

Training will be scheduled when new AR 25-50 is received.

Schedule. TBA. Provided by the Directorate of Human Resources.

DIVERSITY - GETTING ALONG IN THE WORKPLACE (1 Hour)

The instruction stresses the similarities of people and presents many examples of workplace behavior and conversation. Employee issues and probable solutions to concerns are discussed.

Schedule. Upon request. Provided by EEO/DMWR.

DRIVERS ORIENTATION CLASS

This course is conducted for personnel with a valid state drivers license and is mandatory for acquisition of Equipment Operators Qualification Record and US Government Motor Vehicle Operators Identification Card.

Schedule. As needed. Provided by the Directorate of Logistics (DOL), Driver Testing T-191.

EEO COLLATERAL DUTY COUNSELOR TRAINING

Special EEO counselor training updates are scheduled each quarter for collateral duty counselors. New counselor training is scheduled every two years.

Schedule. TBA. 40 Hours for new counselors. 8 Hours for updates.

EEO MANAGEMENT TRAINING

EEO is a critical element for supervisors of civilian employees. The EEO staff provides a four-hour block of EEO training in conjunction with new supervisor training sponsored by CPAC annually. Special arrangements can be made to provide supervisors with updates when requested.

Schedule. As needed.

HEALTH BENEFITS SEMINAR

An opportunity for civilian employees to review their current health benefits plan and compare it with other plans open to Government employees.

Schedule. TBA. Provided by CPAC

HEARING CONSERVATION

For employees working in high noise level areas. Covers proper use of hearing protection

Schedule. As needed. Provided by MEDDAC, Occupational Health.

INTERNATIONAL MERCHANT PURCHASE AUTHORIZATION CARD (IMPAC)

Provides purchasing procedures and instruction on the use of procuring supplies and services on behalf of the US Government using the IMPAC (credit card). All potential credit card holders and approving officials are required to receive training.

Schedule. Contact the Directorate of Contracting (DOC) for registration.

MAIL CONTROL CLASSES

Schedule. As needed. Provided by DHR

MILITARY PERSONNEL MANAGEMENT FOR CIVILIAN SUPERVISORS

A one-day course designed for civilian supervisors of military personnel covering such issues as:

- Leave and passes
- Evaluation reports
- Military awards
- Appearance and fitness
- Military justice and discipline
- Morale and welfare
- Officer/Enlisted education program

Schedule. As needed, DHR Training Branch / G1/AG.

NEW EMPLOYEE ORIENTATION

This six-hour training session is provided to new employees for the purpose of informing employees of their rights, privileges, and the regulations that govern their employment. Subjects include all personnel topics, EEO, military parking and access, the mission and history of Fort Drum, available community recreation facilities.

Schedule. As needed. Provided by CPAC.

OPSEC/SAEDA

Mandatory training annually for all personnel, military and civilian. Provides an overview on subversion and espionage directed against the Department of the Army (DA). This briefing highlights how an adversary may attempt to commit acts of subversion and ways to prevent espionage from occurring.

Schedule. TBA.

ORIENTATION TO CIVILIAN COUNSELING SERVICES

This training is provided to all new supervisors and employees approximately 30 days after entering a new position on Fort Drum. Orientation includes information on drug abuse and alcohol abuse, what to do in the workplace when a potential problem exists, where to go for help and guidance. POC is Mr. Marcellus, DHR, 2-6705.

Schedule. 3^d Monday each month.

PREVENTION OF SEXUAL HARASSMENT (POSH)

The EEO staff provides mandatory POSH for new employees once a quarter. Supervisory POSH is covered in the "New Supervisors" course. The EEO office will be providing annual update training for all employees on the Fort Drum Intranet.

Schedule. 2^d Tuesday each month.

PREVENTION OF WORKPLACE VIOLENCE

A four-hour course for all employees to increase workplace awareness and to provide referral services for employees requesting assistance.

Schedule. As needed.

PRIVACY ACT/FREEDOM OF INFORMATION

To identify material sensitive in nature and to be able to protect material from improper disclosure.

Schedule. As needed. Provided by DHR

RAPE PREVENTION

A rape prevention video (1-hour) is available for loan from the Directorate of Emergency Services (DES), extension 2-9921.

SECURITY MANAGERS ORIENTATION COURSE

Provided for all security managers, classified document custodians, ADPSSO's and their alternates. Subjects include ADP security, information security, and personnel security.

Schedule. TBA.

SUPERVISORY DEVELOPMENT COURSE (40 Hours)

Mandatory course for all new supervisors, civilian or military, who supervise civilian employees. Training includes overview on all civilian personnel topics (Classification, Recruitment & Placement, Training, Management Employee Relations), Safety, Alcohol and Drug Abuse, Equal Employment, Budget, and Occupational Health. Accompanied by a DA mandated Correspondence Course portion.

Schedule. 1st week February 2008

SYSTEM ADMINISTRATOR LEVEL 1

Schedule. TBA.

TIME AND ATTENDANCE RECORDKEEPING

Schedule. As needed. Provided by CPAC.

TRAINING COORDINATORS WORKSHOP

A 4-hour course for Directorate Training Coordinators covering quota management, DD Form 1556 processing, computer training and other related issues.

Schedule. As needed. Provided by DHR, Education Services, Civilian Training

SECTION II

DESCRIPTION OF ON-POST TRAINING PROGRAMS

AIR LOAD PLANNERS COURSE

This 52-hour course is provided by the USAF and covers proper crating, containerization, weighing and loading of materials to be shipped via military aircraft. Course provides certification for successful completion.

Scheduled: TBA

ASSERTIVENESS SEMINAR (Taking Control of Your Own Actions)

This two-day program is provided for supervisors and any employees (preferably mid to upper level) who will benefit from training on how to become assertive, NOT aggressive. Aggressive behavior causes negative results; assertiveness is a management communication style proven to be most effective for getting results through others. How assertiveness gains respect, and leads to personal goodwill to help eliminate intrapersonal conflict; and the three-part assertion techniques for those who withhold feelings.

Scheduled TBA.

BASIS STATISTICS AND REPORTING

This 16-hour course provides understanding of different methods of data gathering. Content includes how to plot data using various charting techniques, interpretations and presentation of data.

Scheduled TBA.

BENCHMARKING SUCCESSFULLY

This one-day program is designed for senior managers, team leaders, and Total Quality Management (TQM) facilitators to learn how to accurately compare their own services/products to similar off-post organizations. The course will introduce several types of benchmarking and show how to assess problem areas and establish quality improvement goals.

Scheduled As needed.

COACHING AND COUNSELING

Designed to develop the skills and confidence to coach others. Topics include increasing effectiveness for coaching, building trust and rapport, and creating a positive climate.

Scheduled: TBA.

CONFINED SPACE UTILIZATION

This two-day course is targeted for supervisors and employees who enter any type of confined space as part of their official duties. A confined space is any small area that may have a dangerous atmosphere such as trenches, tanks, vaults, pits, restricted work areas, or small maintenance areas. Training also includes "vessel watch", referring to the individual who remains at the entrance of a confined space while a worker is inside.

Scheduled: TBA.

CONFLICT RESOLUTION (DEALING WITH DIFFICULT PEOPLE)

This program is designed for supervisors and employees who deal with conflict at work. Conflicts may be caused by supervisors, co-workers, subordinates, or customers. Course objectives include symptoms of conflict, negative non-verbals, assertive situations, handling confrontations, dealing with angry people, etc.

Scheduled: TBA.

CONTRACT OFFICER'S REPRESENTATIVE COURSE

This 40-hour course provides an overview of the legal requirements and fundamentals of overseeing a government contract covering such issues as writing specifications and performing contract surveillance.

Scheduled: September 2008

COPING WITH CHANGE IN THE WORKPLACE

Change has struck like a tidal wave and fear is palpable. This workshop deals with the challenges of change and its management, employees who need to become “change agents” is presented a two-day opportunity to deal with the on-going toll of downsizing and reorganization.

Scheduled: TBA.

CREATIVE & ADAPTIVE THINKING (CATS)

This two-day course teaches students to understand their personal attitudes and characteristics that block creativity. Program utilizes assessments, videos and creative techniques to stimulate thinking.

Scheduled: TBA.

CREATIVE PROBLEM SOLVING & DECISION MAKING

This two-day course deals with scientific problem solving principles for supervisors and technical specialists who want to increase their creative potential in solving problems. Students learn to continually find workable solutions to new problems caused by changing conditions and by developing their own creativity. Learn to implement strategies and learn to apply a variety of options using a variety of tools and data. This program is not for individuals who have completed TQM Facilitator Training.

Schedule: TBA.

DEFENSE HAZARDOUS MATERIALS/WASTE HANDLING COURSE

US Army Logistics Management College

This course includes identification and classification of hazardous materials and wastes, personnel safety, labeling, storage and transportation procedures and contingency planning. The course also covers Hazardous Materials/Waste Laws, regulations and policies.

Schedule: TBA.

DEFENSE HAZARDOUS WASTE REFRESHER WORKSHOP (DoD)

Provides an 8-hour overview of the Hazardous Materials/Waste regulations as they pertain to handlers' jobs, identification and labeling requirements and specific safety

procedures. This refresher course is for students who have already attended the Defense Hazardous Materials/Waste Handling Course in a prior year.

Schedule: TBA.

EFFECTIVE BRIEFING (PRESENTATION TECHNIQUES)

A two-day program for supervisors and employees at all levels who are required to conduct training, briefings, and presentations. This course will help eliminate stage fright, explain preparation of briefings, and show successful steps in giving the final presentation.

Scheduled:BA.

ELECTRICAL CODES SEMINAR

A one-day course for employees who need the most current information on the latest commercial and residential electric codes. Learn about hazardous materials, temporary services, proper grounding, motor control circuits, and common errors.

Scheduled: as needed

FORCE PROTECTION

This course provides instruction to anti-terrorism unit advisors on the planning and implementing of physical security and anti-terrorism measures in their units and members of their units. At the completion of this course the student will be able to conduct a risk and vulnerability assessment for the unit commander, recommend appropriate anti-terrorism measures to be executed by their unit, advise unit commander of anti-terrorism operations in the area they are deploying, and conduct anti-terrorist training to unit members as well as their family members.

Scheduled: TBA.

GENERAL TRANSPORTATION OF HAZMAT COURSE RE-CERTIFICATION

This course provides personnel from all services with update information pertaining to the transportation of hazardous items. Course content reviews changes to Department of Transportation (DOT) and Department of Defense (DoD) regulations to include

United Nations Performance Orientated Packaging (UNPOP) marking and labeling and hazard communications requirements.

Scheduled TBA.

LEADERSHIP SKILLS FOR NON-SUPERVISORS

This 16-hour course informs and assists employees who are considering or being considered for a career in management. The workshop provides an understanding of the special demands and personal adjustments that accompany the move from technical or professional specialties into supervision and management.

Scheduled: TBA.

LIFE SAFETY CODES

This 8-hour course provides the basics of Life Safety Codes, to include Egress, Special Structures, Fire Protection Procedures and Assembly Occupancies.

Scheduled: TBA.

LOCKOUT/TAGOUT

This course is for employees who work with various types of hazardous energy sources (electricians, plumbers, etc.). Program provides hands-on training to control hazardous energy sources and safety procedures as specified by DoD and OSHA.

Scheduled: As needed.

MANAGING MULTIPLE PRIORITIES

This one-day program is split into two parts and provides techniques for time management, stress management, and priorities management. Participants will have a month to apply at least three of the techniques and then analyze how well they worked. Participants will identify the vital few and eliminate the trivial many, increase personal productivity, identify and control time wasters, communicate more efficiently, and reduce stress.

Scheduled: TBA.

MENTORING SKILLS

Two-day course for students wishing to become proficient as mentors. Content includes leadership self-analysis, listening skills and communication techniques.

Schedule: TBA.

MID-CAREER FINANCIAL PLANNING FOR RETIREMENT

A two-day program for mid-career level employees who need to assess their financial, career, and retirement goals through sound financial planning now. Topics will cover current federal benefits and long-range financial planning.

Scheduled: TBA

PERSONNEL CAREER MANAGEMENT

Students have an excellent opportunity assess personal goals, individual traits, and characteristics. This two-day course helps students learn to identify long term goals and behaviors that support an environment of change, and to develop an action plan for long and short-term implementation.

Scheduled: TBA.

PLUMBING CODES SEMINAR

For employees who need the most current information in commercial and residential plumbing codes. Learn about the most recent specifications.

Scheduled: TBA.

POWER WRITING FOR PROFESSIONALS

This two-day program is provided for supervisors and employees who write a wide variety of correspondence. Teaches active-voice Army writing style, putting the main idea in the forefront, avoiding wordiness and writer's block, and how to accomplish more writing responsibilities in less time.

Scheduled: May 2008

PROOF READING

Two-day workshop for clerical and editing personnel who need to improve proof reading skills. Course objectives include scanning correspondence for errors, most common mistakes, methods to improve proof reading proficiency, most common grammar errors, essential grammar rules, etc.

Scheduled: TBA.

SPEED READING

This two-day course is designed for individuals who have a high volume of reading and report materials to scan/absorb on a regular basis. The course provides techniques for rapid reading and maximum memory retention, teaches how to scan the most important information first and then spend limited remaining work time on the most important portions.

Scheduled: TBA.

STANDARD FIRST AID

Learn skills providing emergency first aid including Cardio Pulmonary Resuscitation (CPR), treatment for shock, bleeding, bites, stings and breaks.

Scheduled: As needed. Provided by American Red Cross.

MANAGING TIME, CHANGE AND STRESS

One-day program for supervisors and employees at all levels. Course objectives include coping techniques, identifying stressors, using stress to your advantage, time

management, managing stress rather than avoiding it, dealing with anger, coping with downsizing and organizational changes.

Scheduled: TBA.

TEAM FACILITATION

Designed to help participants focus more on tasks of the organization and specific strategies to build cohesive work units.

Scheduled: TBA.

TECHNICAL TRANSPORTATION OF HAZARDOUS MATERIALS COURSE

This course provides personnel, from all services, detailed technical information pertaining to all phases of transportation of hazardous materials. Course content includes emphasis on International and DOT regulations covering transportation of hazardous materials by all modes. Satisfactory completion of this course meets the training requirements of para 1.17.4.3, 1.17.4.4, and A28.2, and A28.3 of AFJMAN 24-204/TM 38-250, NAVSUP PUB 505/MCO P4030.19F/DLAM 4145.3 and para 33-7 DoD 4500.9R, Defense Traffic Regulation.

Scheduled: DPTMSEC Training Office

TREATING CUSTOMERS WITH EXCELLENCE

This two-day seminar, for all supervisors and employees, helps to redefine the absolute value of all our customers (internal, external). The program emphasizes dealing with difficult people, communicating “non-defensively”, improved telephone techniques, outstanding listening skills, and the key points for satisfying the customer the first time, every time with quality service.

Scheduled: TBA.

UNDERSTANDING AND MANAGING HUMAN BEHAVIOR

Two-day seminar designed for supervisors, leaders, and counselors. Course objectives include increasing understanding of self and others, identifying work behavior problems, planning constructive change when needed or helping others accomplish it. Also includes dealing effectively with work-related problems and discipline, learning how different personalities in the workplace clash or complement one another and how to interact with these differences.

Scheduled: TBA.

UNIT MOVEMENT OFFICER COURSE

Plan unit movement for deployment to include preparation of supplies and equipment, convoy documentation, marshaling procedures, blocking, bracing, rail load-out exercises, etc.

Scheduled: DPTMSEC Training Office

WORK ZONE SAFETY

This course is for employees who operate equipment or work on roadside projects. It offers specialized training in safety practices, flagging procedures and placement of cones and solutions of traffic control problems.

Scheduled: TBA.

YOUR FUTURE IN LEADERSHIP

Program provides a wide variety of self-assessments and tools for future leaders to identify strengths and weaknesses. Content will include personality style, team building, character analysis and listening skills.

Scheduled: TBA.

7 HABITS OF HIGHLY EFFECTIVE PEOPLE

This workshop helps participants discover how they think, see and act more effectively in order to achieve better results, take responsibility and seize opportunities.

Scheduled: May 2008

SECTION III

BUSINESS TRAINING VIDEOS AVAILABLE

DHR Civilian Training Branch has business training videos available for your own viewing and for use by your organization. Any of these videos can be signed out by calling extension 2-5635 or by visiting our office, Bldg P-4300.

AN INSIDE JOB (Meeting Internal Customer Needs) 23 Minutes

This funny film focuses on internal customer requirements and how the entire workforce's efforts lead to satisfaction for external customers. Behind customers is a whole chain of actions linked together by "equally important" internal customers. These interactions are also vital to the smooth and successful operations of any organization.

THE BUSINESS OF PARADIGMS (with Joel Barker, Futurist) 38 Minutes

Joel Barker is dynamic and informative in explaining why change is so difficult for all of us. He explains what a paradigm is and how paradigms (normalcy) have shifted through time. This film will help employees uncover hidden barriers and improve creative thinking, manage change effectively, and increase overall productivity of the organization.

THE CUSTOMER IS ALWAYS DWIGHT 21 Minutes

This humorous video is about achieving 100% quality in all areas of work, in every section of an organization. According to "Dwight", quality means getting things right the first time -- every time. Quality can be obtained through process management and preventing things from going wrong at every stage of the process by viewing co-workers as internal customers too.

DEALING WITH DISAPPOINTED CUSTOMERS 20 Minutes

Learn to listen, probe, solve process to change a disappointed customer into a satisfied or even dazzled customer. Narrated by Lily Tomlin.

EMPOWERING THE QUALITY EFFORT

30 Minutes

This film focuses on middle management's role in the empowerment process. Dr. Chang shows how to instill self-direction in employees and foster innovation. Viewers will learn answers to: What is empowerment? How to handle its obstacles? The role of middle managers? How to instill self-direction? Foster innovation? With Dr. Ken Blanchard and Dr. Richard Chang.

LEADERSHIP AND THE ONE-MINUTE MANAGER

31 Minutes

Dr. Ken Blanchard once again enlightens supervisors on how to accomplish successful team building and group development by expanding the brilliant one-minute manager techniques. He explores the situational leadership model as it applies to groups and leadership of organizational units.

MANAGERS AS COACH

This career-track film discusses the basics of the coaching model and how successful managers use this model. Six steps are involved: Goal setting, training your employees, building relationships, principles for motivating employees, monitoring performance, effective ways to provide feedback.

MANAGING THE JOURNEY

75 Minutes

In this dynamic video, Dr. Ken Blanchard discusses four sequential levels of change and explains why a leader "can't turn the pyramid upside down" too early in the change process. He explains how "situational leadership" works for managing change with groups by gradually empowering people to handle increasing levels of responsibility.

THE ONE-MINUTE MANAGER

50 Minutes

This video explains the processes of Dr. Ken Blanchard's famous book "The One-Minute Manager" and how each supervisor can be quickly effective by following simple and fast rules with every employee through: One-minute praising, one-minute discipline, one-minute follow through.

MEETINGS, BLOODY MEETINGS

30 Minutes

This video will help anyone who chairs meetings. An in-depth demonstration of the disciplines, techniques, and attitudes required to make meetings shorter and more productive. John Cleese plays a thoroughly inefficient meeting chairperson who is guilty of doing nothing right: Planning agendas, controlling chatter and time, preparing himself, recording decision, etc.

PASSION FOR EXCELLENCE

63 Minutes

In this stimulating video, Tom Peters speaks firmly about what makes successful organizations through the pursuit of achieving excellence through obsessive pursuit of a dream and following through. He visits American companies and shows why they are achieving success through people, goals, and customer satisfaction. "Passion for Excellence" is the sequel to "In Search For Excellence", Tom Peter's top-rated business book.

REINVENTING GOVERNMENT

52 Minutes

This video, based on the best seller "Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector" is an inspiring look at four stories of public sector reinvention. With David Osborne and Ted Gaebler.

SELF-DISCIPLINE & EMOTIONAL CONTROL Volume 1 & 2

This video explains techniques for staying calm and productive under pressure. It's based on rational emotional therapy, one of the most effective tools in modern psychology. Results you could expect, having few conflicts in your life, having higher self-esteem, and enjoying life a bit more. With Dr. Tom Miller, Ph.D.

TEAM EXCELLENT

54 Minutes

Walter Cronkite interviews several American corporations who have excelled as a result of team quality. He shows how businesses have made changes that really work by management working with workers and labor.

THE POWER OF VISION

30 Minutes

In this powerful video, futurist, Joel Barker exemplifies how a meaningful vision can empower us to solve problems and accomplish goals and how a powerful vision can enhance an individual's ability to manage change and shape their own future.

THE SEVEN DEADLY SINS OF CUSTOMER SERVICE

21 Minutes

Part of great service is knowing what **NOT** to do - things that irritate us when we are the customer. Enjoy a make believe service purgatory narrated by Lily Tomlin.

THRIVING ON CHAOS

58 Minutes

In this video, Tom Peters looks at three organizations that have successfully adapted to a technological service economy. He argues that companies must adapt by creating open information societies, leveling outdated and restrictive hierarchies and encouraging human employees at every level to think on their feet.

TIME MANAGEMENT TODAY Volume 1, 2, & 3

This CareerTrack film describes how to achieve more in less time with less stress. You'll learn where time goes, boss-system & subordinate imposed activities, creating simple daily plans, assessing what's truly important, using a goal-setting pie to maintain a healthy balance, determining immediate priorities, and a 7 step checklist to keep you on course.

TRUST YOUR TEAM

20 Minutes

This video helps supervisors deal with sharing the vision, sharing responsibilities, and sharing the glory. Sharing the vision is best described as explaining the big picture and communicating your expectations. Sharing the responsibility involves trusting your team to do their jobs, remain available for coaching while giving freedom for employees to take risks and make mistakes.

WHEN VALUES COLLIDE

75 Minutes

This powerful, fast paced film points to diversity and empowerment with a blend of humor, outrage, directness, and honesty. Dr. Morris Massey, Ph.D., peels back the myths and taboos surrounding sex, ethnicity, and age. He discusses diversity issues and propels your thinking into unexplored territory, leaving you with a practical formula that can leave you open in today's paradigm shifts.

WORKPLACE VIOLENCE - EMPLOYEE AWARENESS

22 Minutes

Program is designed to make employees more aware of the issues related to workplace violence, practical steps they can use to protect themselves and help their organization prevent workplace violence.

WORKPLACE VIOLENCE (Recognizing & Diffusing Agressive Behavior) 27 Minutes

Will assist supervisors in becoming more aware of the issues related to workplace violence and to give them tools to help recognize, diffuse and prevent it.

SECTION IV

BOOKS AVAILABLE FOR SIGN OUT FROM DHR CIVILIAN TRAINING BRANCH

GREAT LEADERS SEE THE FUTURE FIRST (Carolyn Corbin)

Mrs. Corbin is President of the Center for the 21st Century. Read some of the issues that will impact all of us, and predictions for the future, i.e. the amount of information at our disposal today is only 1 percent of what will be available by the year 2050. Discover the five steps that great leaders must take to turn chaos into opportunity.

THE SECRET OF SAVVY NETWORKING (Susan Roane)

In this book the author of the best selling "How To Work A Room" shares her knowledge of what makes the best connections for business and personal success. This book contains humorous tips for networking and how to avoid pitfalls.

CHICKEN SOUP FOR THE SOUL AT WORK

New York TIMES best selling authors Canfield, Hanson, Rogerson, Tutte and Clauss. 101 stories of courage, compassion and creativity in the workplace. Also contains outstanding stories by Alex Haley, Beverly Sills, Scott Adams, and more.

LEADERSHIP BY THE BOOK (Dr. Ken Blanchard)

This is an exceptional new book brimming with insights, ideas, tools and tactics for becoming a successful leader.

7 HABITS OF HIGHLY EFFECTIVE PEOPLE (Stephen Covey)

The author presents an integrated, principle-centered approach for solving personal and professional problems. Covey provides principles that give security to adapt to change; and power to take advantage of opportunities that change creates.

ON THE EDGE AND IN CONTROL (Dr. Deborah Bright)

This best selling author and former Olympic diver lays out a step-by-step process to help regain focus and achieve full personal potential. Take charge by discovering how to remove the sting of criticism, keep your focus, work with yourself – not against, adopt a new attitude, and relax and re-energize.

PRINCIPLES PERSUASION (Dr. Marlene Caroselli)

Leadership for the 21st century will rely on a different means of direction than the command and control techniques of the past. This book is about the ability to lead and influence with integrity. “Principles Persuasion” challenges our beliefs and provides examples of ways to put your abilities to lead and influence to work in new ways.

THE ONE-MINUTE MANAGER BALANCES WORK AND LIFE (Dr. Kenneth Blanchard)

Best selling author, Dr. Ken Blanchard provides helpful keys to getting balance in your life and managing stress at work and home stressing that healthy people not only feel good about themselves but they produce good results.

101 WAYS TO TAKE INITIATIVE AT WORK (Bob Nelson)

A toolbox of success stories to help take charge of your job and your career, steps to “manage up” and develop and sell your ideas.

THE PASSION PLAN (Richard Change)

A step-by-step guide to discovering, developing and living, and creating success on your own terms. Learn the secrets for creating and channeling your personal energy into a passion to exceed.

DON'T SWEAT THE SMALL STUFF AT WORK (Dr. Richard Carlson, PH.D.)

Dr. Carlson uses short stories to emphasize simple ways to minimize stress and conflict while bringing out the best in yourself and others both at work and in your daily lives.

CUSTOMER SERVICE NIGHTMARES (Nancy Friedman)

101 tales of the worst experiences possible and how they could have been fixed. See customer service from the eyes of the customer and the insight of the employee.

BEYOND GENERATION X (Claire Rains)

Are you a Baby Boomer, a Traditionalist, a Generation X? Want to know how the different generations affect each other in the workplace. Generation X highlights the different viewpoints of those who were born in the 40's and early 50's vs. the Generation Xr's who were born in the 60's and 70's.

THE HEART OF A LEADER (Dr. Ken Blanchard)

Insights on the art of influence and leadership lessons that allow for instant motivation. As a leader, the decisions you make on a daily basis impact lives, so take the time to improve yourself and let this book encourage you as you travel down the road to a successful life.

YOU DON'T HAVE TO GO HOME FROM WORK EXHAUSTED (Anne McGee-Cooper)

A book to bring energy, joy and balance into your life. Learn energy engineering as a coping mechanism. What is your brain dominance, left brain or right brain? Learn how to become whole brain integrated. Identify the traits that govern how you think and feel and react to daily situations and the methodology to control and change behavior.

GUNG HO! (Dr. Ken Blanchard)

The Spirit of the Squirrel, the Way of the Beaver, the Gift of the Goose. This book uses story telling as an invaluable tool to increase productivity by fostering excellent morale in the workplace.

GET A LIFE WITHOUT SACRIFICING YOUR CAREER (Dianna Booker)

A relaxed reading on how to make more time for what's really important. Hop on the treadmill without losing career momentum.

CHANGING WOMAN/CHANGING WORK (Nina Boyd Krebs)

A remarkably thorough and clearly written work for women striving to maintain their identity and integrity while enriching the quality of their work.

MANAGERS AS MENTORS (Chip R. Bell)

This is a tightly written, straight from the shoulder book bringing helpful techniques to any manager who would be a mentor.

THE MANAGERS GUIDE TO EFFECTIVE MENTORING (Dr. Norman Cohen)

This practical reference provides quick access to the important concepts and techniques of a powerful one-to-one learning model. This guide presents an expanded view of the behavioral expertise required of today's mentors who are faced with the challenge of establishing and sustaining mentoring relationships.