

## CHAPTER 5

### TECHNICIAN TRAINING

#### 5-1. General.

- a. This chapter contains guidance for the training and career development of Army and Air National Guard military and competitive technicians which includes areas of self-development, orientation, on-the-job training, Army and Air Force service schools, Government or inter-agency training, non-Government training, new equipment training (NET), special training courses, management development, and personnel management, and sets forth some guidelines under which training and career developmental activities may be undertaken.
- b. Supervisors, commanders, and other management officials of the National Guard have the authority to direct a technician to take a course of training that is necessary to the performance of the individual's position and/or are necessary to the mission of the National Guard. Discipline/adverse action may be imposed if such an order is not obeyed; the order to train must not be arbitrary, capricious, or unreasonable. A technician should not be required to take training in order to improve his performance if that performance is already satisfactory.
- c. Training may be full-time or part-time, on or off duty, day or evening, or any combination of these. Payment for the training of Technicians will not be made "after-the-fact". All training must be approved prior to the effective date. Sufficient lead-time should be given so that funds can be put aside to cover the requested training. Such training does not relieve Technicians in the excepted service of their responsibilities for required military training.
- d. Counseling Employees. Supervisors should support and encourage technicians who voluntarily undertake self-development courses, applicable to career advancement. Supervisors will guide and counsel subordinates on available training courses, and inform them of the local procedures for requesting training.

#### 5-2. Responsibilities.

- a. HRO:
  - (1) Represent the State Adjutant General on all assigned technician-training matters.
  - (2) Document, record, and keep files on all training requests and accomplishments.
  - (3) Certify on all DD Forms 1556 that the training requests meet legal and regulatory requirements.
  - (4) Perform an annual Army and Air technician training survey, identify training needs, develop the annual training plan, and formulate and submit input for the Army and Air Force training budgets.
  - (5) Advise commanders, managers, and supervisors on the courses, resources, and procedures available to accomplish training in the most effective manner.
  - (6) Develop and administer the Upward Mobility Plan.
  - (7) Ensure that new technicians receive an orientation briefing.
  - (8) Establish and maintain a supervisory training program for all supervisors.

(9) Ensure that the provisions of TPR 300 (335) are followed when selecting Technicians for training intended primarily for promotion.

b. Supervisors:

(1) First determine if training can be accomplished on-the-job; if not, then through a military service school (including National Guard schools), then a Government interagency school, and finally a non-Government source.

(2) Use the results of performance appraisals as a basis for determining training needs and approving training requests.

(3) Establishing Individual Development Plans (IDP) for technicians hired below the target level of the position. However, supervisors are encouraged to develop IDPs for all employees.

(4) Establishing Performance Improvement Plans (PIP) for technicians whose performance falls below the fully acceptable level.

(5) Encourage individual self-development programs that will improve the technician, as well as military attributes and skills.

(6) Ensure that when training is performed, it is economical, effective, and in support of overall mission priorities.

(7) Submit all requests for training on DD Form 1556, properly signed.

(8) Perform a cost comparison study for all external and internal training activities.

(9) Evaluate the effectiveness of all training using copy number 9 of the DD Form 1556.

(10) Affirmative action should be taken by all supervisors to ensure that equal opportunity to participate in training and development programs will be given to every individual who needs training and meets established standards irrespective of race, religion, color, national origin, age, or sex.

c. Individual:

(1) Each individual should notify his immediate supervisor of needed and/or desired training.

(2) Justification should be provided as to why training is needed.

5-3. Definitions.

a. Agency – An administrative division of government with specific functions.

b. Employee - Any military or competitive technician employed by the Mississippi National Guard.

c. Government Facility - Any property owned or substantially controlled by the Government and the services of any civilian and military personnel of the Government acting in their official capacities.

d. Government/Internal - Training provided by an agency for its employee.

e. Government/Interagency - Training provided by one agency for other agencies or shared by two or more agencies.

f. Non-government Facility:

(1) The government of any State, Territory, or possession of the United States, the government of the commonwealth of Puerto Rico, and any interstate governmental organization, or any unit, sub-division, or instrumentality of any of the foregoing.

(2) Any medical, scientific, technical, educational, research, or professional institution, foundation, agency, or organization.

(3) Any business, commercial, or industrial firm, corporation, partnership, proprietorship, or any other organization.

(4) Any person not a civilian or military officer or employee of the government of the United States or of the government of the District of Columbia.

g. Training – The process of providing for and making available to an employee, and placing or enrolling the employee in a planned, prepared, and coordinated program, course, curriculum, subject, system, or routine of instruction or education, in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields which are or will be directly related to the performance by the employee of official duties for the Government, in order to increase the knowledge, proficiency, ability, skill, and qualifications of the employees in the performance of official duties.

h. Official Duties - The authorized duties that the technician is presently doing or can be reasonably expected to do in the future.

i. Service School - Includes all training that is conducted on a regular and repetitive basis by the military services. Special “one time” or infrequent indoctrinations conducted by the military services are not considered to be service schools for the purpose of this policy (an example of such a school that would not be considered a service school would be an Army area school).

j. Course of Instruction - Includes all training programs conducted by government agencies or activities other than military services (e.g., factory training programs, college or university conducted courses, etc.). When a technician attends a course of instruction as defined in this subparagraph, attendance may be in either a technician or military status, subject to availability of resources, i.e., funds/mandays.

k. Mandatory Developmental Training - All incumbents of positions with a designated developmental training requirement must complete their required course(s). Failure to successfully complete required training will be cause for removal from their technician position. An example of required developmental training includes Proponent Course(s) at the National Guard Professional Education Center (PEC), and may include other training not restricted to selected PEC Courses.

5-4. Determining Training Needs. Timely and accurate assessments of training needs are an essential and integral part of developing and maintaining a capable and qualified work force. It is urged, therefore, that a review of training needs be linked up with work force planning to assure that its short term and long-term staffing needs are met. This will provide a realistic basis upon which to plan, program, and direct training activities toward the achievement of organizational objectives.

a. Identification of Training Needs.

(1) The first step in the identification of training needs will be the identification of the knowledge, abilities and skills required for maximum effectiveness in the various technician positions. Each supervisor must analyze the performance standards against the assigned technician’s qualifications to determine training needs. The training needs identified must be job related and must be to overcome a shortcoming in job performance, or to provide an added skill needed to perform assigned duties.

(2) In identifying training needs, supervisors must analyze and evaluate identified shortcomings to determine what type of training will solve the identified problem. On-the-job training or some other method of training such as coaching, special project assignments or rotational assignments may be preferable to formal training.

(3) Supervisors should appraise the various solutions available, and if assistance or information is desired, they should contact the Supervisory Personnel Management Specialist, Human Resource Office. That office is able to assist in determining methods of accomplishing a desired objective to meeting a training need or identifying another solution to a performance shortcoming.

(4) All training requested must be given a priority determination. Priorities will be coded on the DD Form 1556 (block 20h.) using the following guideline:

(a) Priority I - Training that must be accomplished or it would have a direct adverse effect on the National Guard mission accomplishment. Training directed by the NGB.

(b) Priority II - Training that is required to provide for systematic replacement of skilled technicians who will leave the technician work force and, if deferred beyond the training cycle, would have an adverse effect on mission accomplishment.

(c) Priority III - Training that is required for a technician who is performing at an adequate level of competence but will increase efficiency and productivity, and has minimal effect on organization mission.

b. Individual Development Plan. Supervisors will evaluate training needs of subordinates and develop an Individual Development Plan (IDP) (See Annex B for Plan Format) outlining training necessary to meet the performance standard of the position. This will enable an effective and profitable allocation of training resources and will also insure maximum utilization of subordinates. Technicians who are employed in trainee positions must have an established individual training program. This will enable the technician to increase productivity and to achieve maximum effectiveness. The IDP will provide the individual technician with a list of courses that they may anticipate attending during their career.

c. Reporting Training Needs.

(1) Army. The training needs should be reported to HRO during the annual HRO training survey for input into the upcoming fiscal year budget. Upon budget approval, funds will be allocated based on priorities. After funds have been allocated, the DD Forms 1556 must be submitted to HRO for approval prior (normally 60 days) to course start date. Upon approval, HRO will request the quota from the training source.

(2) Air. The Air commander at each base allocates funds for training. After funds have been allocated, submit DD Form 1556 to HRO for approval.

#### 5-5. Training Sources.

a. On-the -Job Training.

(1) Many of us, unfortunately, immediately think "classroom" and "TDY" whenever we hear the word "training". We tend to forget that the most important source of training is the work site...on-the-job training. OJT can be as casual as your giving a few pointers to a new worker, or as formal as a fully structured training program with timetables and specified subjects of instruction. It can include directing employees to the appropriate regulation, manuals, operating instructions, and technician orders. If your organization has several new employees, an in-house training class, instructed by supervisors or experienced specialists, is an efficient and effective method of OJT.

(2) You must not confuse OJT with “letting them pick it up as they go along”. OJT is training, which means that it has structure, with one person giving instruction, guidance, or assistance to another in order to help the receiver gain additional knowledge or skill. It is not letting the learner figure out all alone what it is that he or she is supposed to be learning. You must be sure that training is planned and orderly, not a haphazard jumble of new information thrown at an unprepared recipient.

b. Internal Training. Attendance at a course of instruction conducted by the National Guard Bureau, the National Guard Professional Center (PEC), or the Mississippi National Guard.

(1) National Guard Bureau. Programmed courses are normally announced by the Office of Primary Responsibility (OPR) at NGB and disseminated to the state HRO or Office of Primary Interest (OPI) for input into the next fiscal year budget survey. Non-programmed courses not in the budget will be funded from existing allocated resources, based on priorities.

(2) Professional Education Center (PEC).

(a) The proponent courses at PEC has been designed for the purpose of meeting the training needs of the ARNG personnel assigned to full time positions in specific positions. PEC quotas are allocated to Major Subordinate Commands (MSC) based on availability. Nominations must be placed in the Army Training and Resources System (ATRRS). Technician personnel must also submit a DD Form 1556.

(b) Non-proponent courses, programs, workshops, and seminars offered at PEC will be announced by PEC. Individuals interested in attending may apply by submitting a DD Form 1556 to HRO.

(3) Mississippi National Guard. Courses conducted by the Mississippi National Guard to enhance performance and meet required training needs of the technician workforce; i.e., Supervisory Development Course, Pre-Retirement, etc. Course scheduling will be announced by HRO.

c. Interagency Training.

(1) Status of technicians while attending military service schools.

(a) Technicians will attend training in technician status when training more closely relates to the technician’s duties than their military duties. When determination of status is difficult, the final decision rests with the Adjutant General or designated representative. Attendance in technician status is encouraged. Attendance in technician status is influenced by such things as:

1. The technician’s position being affected by an equipment conversion and training is required to meet the basic qualifications of the job.
2. A technician has a position change because of a reduction-in-force and requires minimum retraining to bring performance to an acceptable level.
3. A change in a technician’s position description that requires formal training.

(b) Before technicians attend military service schools they must be advised of the following:

1. Limited military privileges available (e.g., commissary, open mess, or exchange privileges).
2. That they will comply with all the requirements of the appropriate military service component, including the wearing of the uniform, to the same extent as if they were attending in the National Guard military status.

3. Government quarters must be used if available. (JTR Vol. II, C1055). Also, that government quarters will be occupied based on military grade.

4. They will not be required to perform incidental military duties such as charge-of-quarters, barracks chief, officer-of-the-day, etc., but will be expected to perform additional duties required of any civilian class member.

5. May be required to travel on military aircraft.

(c) The HRO will review all DD Forms 1556 and any other training request forms pertaining to technicians attending military service schools. The review is to assure that the technician-training request complies with current regulations.

(d) When the Adjutant General determines attendance in a technician status is warranted, the following authority statement for orders is appropriate: "Training in a military technician status is authorized under TPR 400(410.4)."

(2) Attendance at OPM or other US Government agency training courses.

(a) Approving or disapproving authority will be with the State Adjutant General. The authority may be delegated to the HRO for all courses other than those that apply to the HRO staff members.

(b) Each technician's supervisor will determine training needs for subordinates and will be responsible for identifying the resources needed to satisfy training requirements.

(c) When determining whether the source of training will be OPM or another Government agency, the decision must be based on cost comparison coupled with individual course effectiveness. The supervisor with help from the HRO will make a recommendation as to the preferred training source.

d. Non-government. Attendance at a non-government training course may be approved by HRO only after determination is made that adequate training is not available from government sources. Adequate training is not reasonably available when: (1) existing program will not adequately meet the need, new programs cannot be established in time to meet the need, and reasonable inquiry has failed to disclose the availability of suitable of and adequate programs elsewhere in the Government; or (2) the training programs of government facilities would be more expensive (due to travel costs, salary, and the facility fee) than the training programs of non-government facilities which are adequate to meet the need. All technician non-government training programs requires a cost analysis and comparison. Cost comparison documents will be prepared by the supervisor, with HRO assistance, and forwarded with the DD Form 1556 to the HRO.

5-6. Evaluation of Training. All training will be evaluated on the DD Form 1556 using Copy 9, Section H. Upon completion of the training course, the HRO will send Copy 9, DD Form 1556 to the student. The student will complete Section H, Parts I and II and forward the Copy 9 to the first level supervisor. The first level supervisor will complete Section H, Part III and return Copy 9 to the HRO. The HRO will review and retain in for use in recommending future schools and courses for other technicians.

5-7. Training Records.

a. Supervisors will develop a Performance Improvement Plan (PIP) (Annex C) when a technician's performance falls below fully acceptable. As soon as the supervisor becomes aware that the technician's performance is not fully acceptable, a PIP will be prepared to identify the duty element of the position, the knowledge, skills, and abilities required for fully acceptable performance, and the training planned to bring the

performance to fully acceptable. The training may include counseling, increased supervision, additional training, ect.

b. Each supervisor will document all technician training received by their subordinates. This training will be recorded on the NGB Form 904-1 and also on the IDP and PIP, if required. Record only training that relates to the technician position. A record of individual's military training will be maintained in the appropriate military records.

5-8. Forms Required to Request Training.

a. DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement (Annex A), will be used to request all training. If available, attach background material, such as messages or brochures that announces the course, dates and funding instructions.

b. Additional special forms may be required by the Training Source.

5-9. Instructions For Completing DD Form 1556. In addition to the information requested on the instruction sheet of the 10-part carbon set of the DD Form 1556, (Annex A) include the following:

a. Section A - Trainee Information

- Item 1 Name:, Sex: M or F
- 6 Home Address Required
- 7a Desired (for emergency notification)
- 7b Office Numbers Required
- 10 ALL requested technician information is required: Also include Military Grade
- 12 Specify Individual's Service Component (ANG or ARNG)
- 14 3-is required (except for competitive technicians)
- 15 Required for non-government training nominations

b. Section B - Training Course Data

Item 20c Use the following source codes:

- |   |   |   |  |
|---|---|---|--|
| 1 | - PEC TRAINING                            | 5 | - NON-GOVERNMENT/Short-Term<br>Off-The-Shelf |
| 2 | - GOVERNMENT/Internal                     | 6 | - NON-GOVERNMENT/Short-Term<br>State & Local |
| 3 | - GOVERNMENT/Interagency                  | 7 | - NON-GOVERNMENT/Long-Term                   |
| 4 | - NON-GOVERNMENT/Short-<br>Term-Developed |   |  |

- 22a Identify catalog name and/or number  
(example: AFR 50-5, FY87 GSA catalog, etc.)
- 22b Include course identification number
- 22c Identify class number if applicable

c. Reverse side of copy 1 of the 10-part carbon set DD Form 1556

Item 39 Must be completed in every instance of training

d. Processing Instructions. The completed DD form 1556 will be forwarded intact as indicated below:

- (1) Army Guard Technicians - The DD Form 1556 will be forwarded directly to HRO for processing.
- (2) Air Guard Technicians - The DD Form 1556 will be sent to the Air Commander for approval and then forwarded to HRO for processing.

e. Distribution Instruction. Following completion of Training:

(1) The HRO will forward Copies 1, 8, and 9 of the DD Form 1556 to the Trainee. The Trainee will complete Section D, Item 36 of Copy 1. (NOTE: The trainee will sign Item 36 d.) The Trainee will evaluate the training received by completing Section H, Part I & II, Evaluation, Items 48 thru 70, on Copy 9 within two (2) weeks after completing the course. The Trainee will remove copy 8 for his personal record. Copies 1 and 9 of the Form will be given to the supervisor.

(2) The Supervisor will complete Section H, Part III, Supervisory Comments, Items 71 thru 74 on reverse side of Copy 9 within three (3) weeks after course termination. After using the DD Form 1556 to annotate Item 9, Training, of the NGB Form 904-1, Supervisor's Record of Technician Employment, the Supervisor will forward completed Copies 1 and 9 of DD Form 1556 to HRO.

(3) HRO will use Copy 9 to conduct an evaluation analysis.