Headquarters
Departments of the Army and the Air Force
Washington, DC 20310-2500
1 June 1996

***Technician Personnel Regulation 400**

Training and Development

The Technician Human Resources Development Program

Summary of Changes. This regulation establishes the Human Resources Development (HRD) Program for National Guard technicians. It implements the changes to the Government Employees Training Act and replaces the training regulations that were used to supplement the Federal Personnel Manual. It reduces or eliminates many of the restrictions in previous regulations, to include requirement for NGB approval of training contracts exceeding $10,000 and of non-government training in excess of 120 days.

Applicability. This Technician Personnel Regulation (TPR) applies to all Army and Air National Guard technicians and to commanders, managers, and supervisors (military or civilian) with authority or responsibility for the HRD program or for technician training and development. Departments of the Army and Air Force civilian personnel training publications do not apply to National Guard technicians, unless specifically made applicable by this TPR, a Technician Personnel Bulletin, or a Technician Personnel Pamphlet.

Supplementation. Supplementation of this regulation is authorized. One copy of any supplement will be provided to NGB-HRT.

Suggested Improvements. Users of this regulation are invited to send comments and suggested improvements directly to the National Guard Bureau, ATTN: NGB-HRT, 4501 Ford Avenue, Alexandria, VA 22302-1454.

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*This regulation supersedes TPR 400, 1 April 1989 and paragraph 7-6d(2), Chapter 302, TPR 300 (302.7), 23 February 1987

1. Purpose

This technician personnel regulation establishes responsibilities, policies, and procedures for the HRD Program for National Guard technicians. Title 5, United States Code, Chapter 41 - Training and Title 5, Code of Federal Regulations, Parts 410 and 412, require issuance of regulations to prescribe the policies and responsibilities and the establishment of programs for training and development (T&D). This regulation meets those requirements and provides Adjutants General regulatory guidance to establish and operate the HRD program at state level.

2. References

This TPR does not duplicate the provisions and rules in law or CFR. This regulation is not intended to stand alone and must be used in conjunction with the references at appendix A.

3. Explanation of abbreviations and terms

Explanation of abbreviations and terms used in this regulation are in the glossary.

4. Responsibilities

a. Chief, Training and Development Division (NGB-HRT), Directorate for Human Resources. Develops doctrine, policy, and strategy for the National Guard Technician HRD Program. Serves as NGB program manager for ARNG technician training funds.

b. Chiefs, Regional Centers, Directorate for Human Resources, NGB. Provide advisory services in all HRD areas; train and orient new EDS'; and design, develop, and deliver HR training.

c. Directors, Army and Air National Guard. Provide the necessary funding to support training and development of Army and Air National Guard technicians.

d. Adjutants General.

(1) Establish a Technician HRD Program that meets the statutory and regulatory requirements cited in the references in appendix A and includes the provisions of this TPR.

(2) Ensure that appropriate training funds are allocated to meet technician T&D requirements.

(3) Establish an effective system to provide coordinated line management direction to HRD programs (through a HRD committee, as explained in the glossary, or other acceptable means).

e. Human Resources Officers.

(1) Provide guidance and direction to their Technician HRD Program and ensure that it is designed and operated to meet the National Guard mission, policies of the Adjutant General, and the provisions of this TPR.

(2) Participate on the ANG Financial Management Resources Board to ensure that appropriate training funds are allocated to meet technician T&D requirements and that budget input to NGB for Air technician training is submitted through NGB-HRT.

(3) Review the training portion of the ARNG SOB to ensure that it contains appropriate justification and meets HRD and priority requirements.

f. Employee Development Specialists. Administer the Technician HRD Program for the HRO and the Adjutant General. They will--

(1) Develop a regulation or directive for local policy and procedures of the Technician HRD Program.

(2) Conduct a needs assessment and develop an annual technician HRD plan.

(3) Develop, execute, and monitor local training budget, maintaining appropriate documentation of training requests and ensure obligation of funds in accordance with training priorities and AFP. Justify and defend budget and recommend transfer of funds from other accounts or programs to meet high priority unfinanced requirements.

(4) Establish and coordinate a management development program to provide opportunities for incumbent managers and developmental opportunities to selected employees. Solicit nominations and obtain course quotas.

(5) Provide advice and assistance to managers and supervisors on HRD matters and career counseling to technicians regarding T&D opportunities.

(6) Monitor compliance with negotiated agreements of labor organizations relating to T&D.

(7) Manage and process training and educational data and requirements in DCPDS, AFTMS, and ATRRS.

(8) Publicize availability of training and self development and, in conjunction with managers and supervisors, evaluate the effectiveness of completed training.

(9) Participate in administration of the upward mobility program and in developing retraining and career transitioning options for technicians affected by reductions in force.

g. Managers and supervisors.

(1) Determine T&D required for effective and efficient mission accomplishment.

(2) Identify T&D needs of their subordinates.

(3) Identify to the EDS Army and Air technicians to be nominated for management development.

(4) Ensure accomplishment of mandatory

training.

(5) Implement and execute the state HRD plan.

(6) Evaluate the effectiveness of completed training.

h. Training coordinators (see glossary). Coordinate HRD functions for managers and supervisors; assist them in implementing the HRD program; and serve as a liaison with the EDS.

5. Purpose and priorities of the HRD program

a. Purpose. The Technician HRD Program is designed to--

(1) Ensure mission readiness by providing technicians T&D to acquire the skills, knowledge, and abilities to best qualify them to perform their mission-related duties and improve individual and organizational performance.

(2) Increase the efficiency and economy of building and maintaining a skilled technician workforce to support the mission of the National Guard.

(3) Meet the T&D requirements of law, executive order, and regulations, cited in appendix A.

b. Priorities.

(1) Priority I.

(a) T&D necessary to achieve and maintain tactical, operational, and strategic readiness consistent with guidance from the Office of the Chairman of the Joint Chiefs of Staff in CJCS Guide 3401. Priority I includes T&D that must be accomplished or it will have an adverse impact on the mission or will result in a violation of law. It includes mandatory T&D required by statute, presidential directive, CFR, or NGB; training to ensure that all units are at appropriate level of readiness; training needed for operational support, to include new equipment training and training needed for new programs; and training needed by technicians for acceptable performance.

(b) During a lapse in appropriations, T&D and personnel support thereto are essential where failure to conduct such training immediately is likely to create an imminent threat to life, property, or the national security.

(2) Priority II. All other T&D.

6. Policies

HRD policies promote program uniformity among all states and territories; address unique requirements of the National Guard and its technician workforce; and ensure adherence to Federal law and regulations. They will be reflected in local HRD programs.

a. Delegation of authority. Consistent with the purpose and priorities of the HRD program and the requirements imposed by statutes and regulations, maximum authority for program execution, identification of T&D needs, and the selection of personnel for T&D will be delegated to line managers and supervisors.

b. Participation in training and development (T&D). Full opportunity, *consistent with merit system principles*, to participate in T&D will be given to every technician who needs such T&D and meets standards and requirements prescribed by law, executive order, or regulations. Opportunity to participate in T&D activities will be without regard to race, color, religion, gender, national origin, age, handicap, or other factors. The only proper consideration is the need for T&D. Technicians will not personally profit financially nor be required to incur a financial loss as a result of participating in T&D.

c. Relationship to military membership. Development of the technician workforce must consider the military nature of the technician program and requirement of 32 USC §709(d) for concurrent military membership and military grade by excepted service technicians. The Technician HRD Program must balance T&D received by technicians in their military status with T&D opportunities and requirements of 5 CFR §412.103(a)(3) and §412.107(a) and (b).

d. Status of technicians attending training. National Guard technicians will attend training in technician status when the training relates more to their technician than their military duties, when it consists of developmental courses primarily designed for civilian employees, or when such attendance is to develop them in their civilian/technician status. Normally, courses that lead to the award of an AFSC or MOS or which form a prerequisite for a technician's military assignment, will be attended in military status, if resources are available. When the course relates equally to military and technician duties, attendance may be in either status as determined by the Adjutant General or designee; consideration should be given to cost avoidance.

e. Military uniform requirements. Excepted service technicians will wear the appropriate military uniform when attending courses, conferences, workshops, seminars, or similar HRD functions in a duty status, whether the function is held at a military or civilian facility. Only by exception, may NGB-HRT, the AG, or an official designated by the AG authorize wear of civilian attire for good and sufficient reasons. Such authority should be used rarely.

f. Academic degree training. A technician may obtain an academic degree at government expense only as authorized by law or Federal regulations. This does not preclude expenditure of training funds

for individual college or university courses that may be needed for training as defined in 5 USC §4101(4) or for tuition assistance programs for off duty participation in college and university courses. Other restrictions and requirements on obtaining an academic degree at government expense are in 5 USC §4108 and 5 CFR §410.511.

g. Directing attendance. Supervisors, commanders, and other management officials of the National Guard have the authority to direct a technician to attend a course of instruction that is necessary to the performance of the technician's official duties or to the mission of the National Guard. Disciplinary or adverse action may be imposed if such an order is not obeyed.

h. Mandatory training. In addition to training requirements listed in the OPM Training Policy Handbook, all--

(1) Supervisors of technician personnel must complete a National Guard Basic Supervisor Course within the first year of appointment as a new supervisor. Supervisors will receive periodic refresher training as established in the Technician HRD Program of their state National Guard.

(2) Newly appointed technicians must complete a New Employee Orientation Course, as established in the Technician HRD Program of their state National Guard.

(3) National Guard internal review personnel must complete the following courses within two years of employment: Basic and Intermediate Internal Review Courses; Report Writing; Introduction to Information Systems Auditing; Computer Literacy; Computer Advanced Techniques; and Fraud Awareness and Reporting.

i. Individual development plans and performance improvement plans. Managers and supervisors will establish IDPs for technicians hired below the full performance level and PIPs for technicians rated below fully successful. IDPs identify T&D needs and managers and supervisors are encouraged to use IDPs for all employees.

7. Local technician HRD programs

States will develop and issue a regulation or directive with their policy and procedures for the Technician HRD Program. A copy of the regulation or directive will be provided to NGB-HRT.

a. Program directive. The state HRD regulation or directive must address as a minimum:

(1) Assignment of responsibilities and delegation of authority for HRD.

(2) State HRD policies.

(3) Assessment and review of T&D needs.

(4) Developing an annual HRD plan.

(5) Procedures for evaluating the effectiveness of training.

(6) Establishment of an effective system to provide coordinated line management direction to the HRD program (through a HRD committee, as explained in the glossary, or other acceptable means).

b. Needs assessment. A needs assessment will be conducted in each state in accordance with 5 USC §4113 and the OPM Training Needs Assessment Handbook. This forecast of organizational and individual T&D needs serves as a basis for the state's annual HRD plan and future budget projections. Needs assessments must be conducted at least every three years or more often, if necessary, to establish training plans and budget projections.

c. HRD plan. The State HRD Plan is published annually indicating short and long term training needs. It is the result of needs assessment and budget data and provides a road map for meeting HRD requirements during the FY within budget constraints. The plan will be developed in conjunction with the HRD budget and must be in place by the beginning of the ensuing FY. It may be modified during the year to reflect changing HRD needs, priorities, and fiscal constraints. HRD plans must be reviewed and approved by the AG or designee to ensure mission requirements are being accomplished. As a minimum, the plan will include--

(1) State HRD goals and objectives in terms of mission accomplishment, organizational needs, expected economies, and improved operations.

(2) Required training.

(3) The number of employees to be trained.

(4) Identification of training sources.

(5) Training cost estimates for each category of training, including travel and per diem, tuition, contractor fees, and other costs. (See OPM Form 1524, Statistical Summary of Training Data.)

(6) A fiscal year schedule of in-house T&D courses.

(7) Compliance with EEO principles, including accommodation for handicapped employees.

(8) An annual evaluation to be used as a basis for planning and improving future training programs and to determine the extent to which training contributed to mission accomplishment and achieved efficiency, economies, and organizational goals and objectives (see also CJCS Guide 3401).

8. Budgeting for HRD

a. States will send budget and funding requests for Army and Air technician HRD programs through comptrollers to NGB-HRT who will recommend

funding of technician T&D to the Army and Air Directorates.

b. The EDS will formulate, prioritize, and justify budget requirements and develop an annual financial plan for accomplishing technician T&D based on mission requirements, needs assessment, the HRD plan, and guidance issued by Army and Air comptrollers. The ANG portion will also be coordinated with or submitted to the ANG Financial Management Board and Air Commanders in accordance with locally established procedures. The ARNG portion will be provided for inclusion in the SOB.

c. Submission of technician HRD budget and funding requirements to NGB-HRT will address execution and obligation rates and justification, to include justification for any unfinanced requirements.

9. HRD expenses

Technician training funds will be used only for or in support of technician HRD activities.

a. Payment for the T&D of technicians will not be made "after-the-fact." All T&D must be approved and funds obligated prior to beginning of training. Before services are agreed upon, all non-Government training will require a purchase order and a properly documented procurement contract from the state USPFO or a DD Form 1556, as explained in paragraph 15b. Use local, Federal contracting and procurement procedures.

b. If a technician fails to successfully complete a training course, the Adjutant General may initiate action to recover non-salary expenses and/or treat it as a disciplinary/adverse action depending upon the full circumstances. Consideration will be given to whether the technician was properly assisted in order to complete the training successfully and whether there is evidence of technician negligence in the case of uncompleted training.

c. The AG or designee will determine which expenses constitute necessary training expenses in accordance with the provisions of 5 USC §4109, 5 CFR §410 Subpart F, and this TPR.

10. Centrally funded HRD activities

a. Most HRD activities are funded and paid at state level; a small number are centrally funded by NGB or Departments of the Army or the Air Force. NGB centrally funds OPM developmental courses and limited other programs where central funding presents a more cost effective alternative. HQDA and USAF centrally fund a number of courses for civilian employees of their services, to include National Guard technicians.

b. The EDS will publicize the availability of developmental training and assist managers and supervisors in identifying the developmental needs of the technician workforce. The EDS will ensure that nominees for developmental courses meet all the prerequisites for attendance.

c. Quotas for OPM developmental courses are centrally funded at the beginning of each FY. Payment is not refundable even if the quota is not used.

(1) Requests for quotas for OPM developmental courses will be submitted to NGB-HRT by 1 July for courses in the following FY. States will be notified of their quotas as soon as OPM provides that information.

(2) If a nominee is not able to attend and a qualified replacement cannot be found, NGB-HRT must be notified 3 months prior to course start (i.e., reporting) date so that the quota can be made available to other qualified applicants.

(3) A DD Form 1556 for the nominee must be received by NGB-HRT 3 months prior to course start (reporting) date. If a DD Form 1556 is not received in that time frame, the quota will be made available to other qualified applicants.

d. Requests for quotas for other centrally funded courses will be in accordance with the procedures for those programs or as announced periodically by NGB-HRT.

11. Training and development using non-government facilities

a. Authority. The authority under 5 USC §4105 is delegated to the AG and may be further delegated to the HRO or EDS.

b. Continuing service agreements. Continuing service agreements (see 5 USC §4108) are required for all technicians attending training by, in, or through a non-Government facility which exceeds 80 hours. The agreement can be included in DD Form 1556 or in a locally developed comparable form. Waiver authority under 5 USC §4108(c) is delegated to the AG and may be further delegated to the HRO.

c. Limitations. To comply with DoD Directive 1430.4 and DoD 1400.25-M--

(1) The Chief, Training and Development Division (NGB-HRT) is designated to approve proposed assignment of technicians to training outside the United States.

(2) Any single instance of T&D or any single program of training costing more than $100,000 must be submitted to NGB-HRT for approval.

12. Training and development at military service schools

The following statement will be placed on travel or-

ders of technicians attending military service schools in technician status: "Training in a technician status is authorized under TPR 400." Before such technicians attend military service schools they must be advised that--

a. Military privileges may be limited (e.g., commissary, open mess, exchange).

b. They must comply with policy in paragraph 6e, regarding the wear of the military uniform.

c. Government quarters will be used if available (JTR Vol. II, C1055) and will be occupied based on military grade.

d. 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.

e. They may be required to travel by military aircraft or other government transportation.

13. Acceptance of contributions, awards, and payments

The authority to authorize acceptance under 5 USC §4111 and 5 CFR §410 Subpart G is delegated to the AG.

14. Reporting requirements

a. Academic degree training. States with technicians attending courses of instruction leading to an academic degree (see para 6f) must submit an annual report to NGB-HRT by 5 November covering the preceding FY. Reports will contain: name, position title, grade, and series of individual attending training; purpose of training (requirement, retention, meet acquisition requirements); shortage position's title grade, series, and category (predetermined or agency determined); academic discipline/field; number of semester hours; number of on-duty and off duty hours; cost of training; activity and location.

b. OPM report. Report required by 5 USC §1113(b) and 5 CFR §410.901 will be submitted every three years by date announced by OPM. HRD data will be documented and recorded in DCPDS for submission to OPM at reporting time.

15. Use of DD Form 1556

a. Purpose. DD Form 1556 is a multi-purpose form used for training request and authorization, continued service agreement, certification of reimbursable or cost-shared expenses, certification of authorized expenditures, record of training, training evaluation, and as input form to DCPDS. It may also be used to certify payment of approved costs for training at Government or non-Government facilities, and to request, authorize, approve and certify payment for attendance at training, meetings, seminars, workshops, conferences, and symposiums where the primary reason is to train or develop the individual to meet mission-related needs.

b. Use for purchase. DD Form 1556 may be used instead of a purchase request and in lieu of contracting procedures to acquire training supplies/services under the following conditions.

(1) The supplies or services are to be used exclusively for HRD purposes (in support of a course or training of an individual or groups). For example, books, instructional videotapes, pamphlets, etc., may be purchased on a DD Form 1556 providing their only use will be for training purposes. DD Form 1556 may not be used to contract for a training facility. Contracts for training facilities must be initiated using normal contracting procedures.

(2) The supplies or services are available to the general public or "off-the-shelf" and no modification or development is needed. If the supply/service must be modified for government use or is not available to the general public, normal contracting procedures must be used.

(3) The cost of the supply does not exceed the micro-purchase dollar limitation established by the Federal Acquisition Regulation and the cost of the service for training does not exceed $25,000.

(4) The use of DD Form 1556 for the specified supplies/services is approved by the EDS.

c. Electronic version. An electronically generated DD Form 1556 can be downloaded from the OSD Electronic Forms Repository and is authorized for use within the National Guard. It allows overprint of copies 1 and 3 (copy 2 is no longer used).

Appendix A
References

Title 5, United States Code, Chapter 41 - Training
A codification of those portions of GETA that prescribe action by Federal agencies

Title 32, United States Code, Section 709, Technicians: employment, use, status
A codification of the National Guard Technicians Act, Public Law 90-486 of 1968

The Government Employees Training Act of 1958, as amended
An act that establishes a framework for T&D of the Federal workforce; it also provides Congressional intent and policy for HRD

Title 5, Code of Federal Regulations, Parts 410 and 412
Regulations that contain OPM policies and requirements for HRD (5 CFR §410 is being revised to reflect the 1994 changes to GETA)

Executive Order 11348, April 20, 1967
The EO establishes policies and responsibilities for training

Department of Defense Directive 1430.4, Civilian Employee Training, and DoD 1400.25-M, CPM Chapter 410, Training
DoD standards, guidelines, and requirements for civilian employee T&D programs (being revised as Chapter 400, Employee Development and Performance)

CJCS Guide 3401, CJCS Guide to the Chairman's Readiness System, 1 Oct 95
Explains how readiness is defined, assessed, and maintained

Department of Defense Manual 7606.7M, Internal Audit Manual
Provides uniform policies and procedures to be followed in conducting internal reviews/audits and minimum training requirements for all auditors

OPM Training Policy Handbook: Authorities and Guidelines
Contains legal references and legal foundation for Federal HRD programs and a list of required training for Federal employees

OPM Training Needs Assessment Handbook
Guide to conducting a needs assessment with models, tools, and strategies to link HRD to mission and goals

Joint Travel Regulations
Provide travel guidelines for technicians attending training

Army Regulation 690-400, chapter 410, Training
Army training policies and procedures

Air Force Policy Directive 36-4, Air Force Training and Education
AF training policy

Air Force Instruction 36-401, Employee Training and Development
AF training objectives, requirements, and responsibilities

DFAS-IN Manual 37-100-XX, chapter 365, The Army Management Structure (AMS), Operation and Maintenance, Army National Guard
Includes standard classification of activities and functions

Comptroller General Decisions
The following Comptroller General decisions are applicable to the HRD program: *36 Comp. Gen. 795 (1957), 39 Comp. Gen. 119 (1959), 39 Comp. Gen. 140 (1959), 39 Comp. Gen. 320 (1959), 39 Comp. Gen. 453 (1959), 40 Comp. Gen. 714 (1961), 41 Comp. Gen. 477 (1962), 42 Comp. Gen. 673 (1963), 48 Comp. Gen. 185 (1968), 50 Comp. Gen. 519 (1971), 50 Comp. Gen. 759 (1976), Comp. Gen. 495 (1973), 55 Comp. Gen. 759 (1976), 61 Comp. Gen. 357 (1982), 65 Comp. Gen. 143 (1985), 65 Comp. Gen. 741, 743 (1986), 71 Comp. Gen. 120 (1991); Comp. Gen. B-148283 (Mar 29, 1962), Comp. Gen. B-160985 (Mar 17, 1967), Comp. Gen. B-165311 (Nov 12, 1968), Comp. Gen. B-185374 (Jul 29, 1976), Comp. Gen. B-190494 (May 8, 1978), Comp. Gen. B-188710 (Aug 21, 1979), Comp. Gen. B-210334 (Jul 14, 1983), Comp. Gen. B-223447 (Oct 10, 1986), Comp. Gen. B-233243 (Aug 3, 1989)*

Course Catalogs
Course catalogs listed below represent the minimum that are required for the Technician HRD Program:

AFCAT 36-2223, USAF Formal Schools
Quarterly catalog on formal education and training

available to military personnel and civilian employees of the Air Force

Air Force Civilian Personnel School FY XX Course Catalog
This catalog contains a fiscal year listing of civilian personnel courses offered at Maxwell Air Force Base, Gunter Annex, Alabama.

Air Force Institute of Technology Professional Continuing Education Catalog
This catalog contains Professional Continuing Educational programs designed to satisfy specific needs in a variety of functional management areas, such as acquisition management, quantitative management, logistics management, civil engineering and others

Army Center for Civilian Human Resource Management Course Catalog
Training courses in the civilian personnel administration career fields

Defense Acquisition University Catalog
A catalog of courses prescribed as mandatory and desired in DoD 5000.52-M, "Career Development Program for Acquisition Personnel"

GSA, Interagency Training Catalog
A listing of practical courses in nine specialties that are the framework for Federal agency operations relating to data processing, logistics, and the procurement of goods and services

HQDA Catalog of Civilian Training, Education & Professional Development Opportunities
Annual listing of executive, management, and leadership training programs, dates, descriptions, and application procedures

OPM Seminars of the Management Development Centers
A listing of management and national policy courses for government managers and executives

USDA Graduate School Training Catalog
Issued by each of the 6 regions, it is an annual listing of courses offered under contract with OPM

Glossary

Section I
Abbreviations

AFCAT
Air Force Catalog

AFP
Annual funding plan

AFSC
Air Force Specialty Code

AFTMS
Air Force Training Management System

AG
The Adjutant General

ANG
Air National Guard

ARNG
Army National Guard

ATRRS
Army Training Requirement and Resource System

CFR
The Code of Federal Regulations

CJCS
Chairman of the Joint Chiefs of Staff

CPM
Civilian Personnel Manual

DCPDS
Defense Civilian Personnel Data System

DFAS-IN
Defense Finance and Accounting Service Indianapolis Center

DoD
Department of Defense

EDS
Employee Development Specialist

EEO
Equal employment opportunity

EO Executive Order

FY Fiscal year

GETA The Government Employees Training Act

GSA General Services Administration

HQDA Headquarters, Department of the Army

HR Human resources

HRD Human Resources Development

HRO Human Resources Office(r)

IDP
Individual development plan

JTR
Joint travel regulations

MOS
Military Occupational Specialty

NGB
National Guard Bureau

OPM
Office of Personnel Management

OSD
Office of the Secretary of Defense

PIP
Performance improvement plan

SOB
State operating budget

TPB
Technician Personnel Bulletin

TPP
Technician Personnel Pamphlet

TPR
Technician personnel regulation

T&D
Training and development

USAF
United States Air Force

USPFO
United States Property and Fiscal Officer

Section II
Terms

HRD. HRD is an activity or a set of activities arranged to provide learning experiences for people. HRD provides a broad conceptual structure for T&D centered around organizational missions, processes, and activities. HRD includes training as well as employee development and all types of organized learning experiences.

HRD Committee. A method provided for in paragraph 3f, Appendix D, DoD 1400.25M, to ensure coordinated line management direction to HRD programs. When used as the state's focal point for HRD requirements, the committee advises or makes decisions on statewide training needs and mission impact, plans, priorities, and funding, and evaluates effectiveness of the HRD program. HRD committees are chaired by a senior manager and include the HRO or EDS and members whose advice on HRD matters reflects sound management and fiscal philosophy and the command and management perspective on HRD. In addition to commanders or their deputies, other senior staff members with knowledge or ability to guide HRD decisions may be included.

Technician. Excepted and competitive service technicians defined in 32 USC §709(d).

The Technician HRD Program. A program required by law, executive order, and regulations, cited in appendix A, to plan, develop, fund, execute, and evaluate T&D activities for National Guard technicians.

Training. In a generic sense, training is the process of imparting information to achieve changes in the participant's behavior. The statutory definition of training is in 5 USC §4101.

Training Coordinator. An individual designated by a manager or commander to assist one or more managers, commanders, or supervisors in carrying out their HRD responsibilities, in coordinating HRD activities, and in serving as a liaison with the EDS.

By Order of the Secretaries of the Army and the Air Force:

EDWARD D. BACA
Lieutenant General, USA
Chief, National Guard Bureau

Official:

DEBORAH GILMORE
Chief
Administrative Services

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