



Defense Logistics Agency **INSTRUCTION**

DLAI 1430.25
Effective October 9, 2015

Accountable Office: DLA Human Resources Services

SUBJECT: Civilian Workforce Development and Training

References: See Enclosure 1

1. PURPOSE. This Instruction:

- a. Cancels DLA Regulation 1430.12 (Reference (a)) as of the effective date of this publication.
- b. Establishes policy, implements procedures, and assigns responsibilities to develop and train the Defense Logistics Agency (DLA) civilian workforce.
- c. Complies with Department of Defense (DOD) Directive 5124.02 (Reference (b)) and DOD Instruction 1400.25 Volume 410 (Reference (c)).

2. APPLICABILITY. This Instruction applies to all DLA Activities. Under labor relations law, whenever there is an apparent conflict between internal agency policy and a collective bargaining agreement, the collective bargaining agreement takes precedence.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DLA policy to:

- a. Invest in civilian development and training activities to improve individual and organizational performance and enable the Agency to achieve its mission and goals.
- b. Ensure organizations at all levels establish procedures for budgeting and programming resources to meet immediate priority training and long-range developmental needs.

c. Administer workforce development and training activities consistent with Equal Employment Opportunity (Reference (d)) and Merit System Principles (Reference (e)).

d. Provide opportunities for development of high-potential employees.

e. Equip employees with the knowledge and skills to meet changes in organizational policy, mission, technology, structure, and/or equipment. Ensure no training is scheduled nor funds committed until an event is both authorized by the authorizing official and approved by DLA Training.

f. Leverage the DLA Learning Management System (LMS) to manage learning and development, and fulfill official civilian workforce development recordkeeping requirements.

5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. See Enclosure 3.

7. INFORMATION REQUIREMENTS. This Instruction has the following information requirements:

a. Delegations of authority will be assigned and accepted in writing with a DoD (DD) Form 577, "Appointment/Termination Record—Authorized Signature."

b. DLA Training appointed training officers must sign all Standard Form (SF) 182, "Authorization, Agreement and Certification of Training," DLA Form 1823, "Order Document - Non Stock Purchase Request," or other automated requests for training as part of the approval process prior to purchase and attendance of training.

c. Contracting offices are required to submit DLA Form 1304, "Order Document Non-Stock Items," or DLA Form 1823 through DLA Training prior to solicitation and award of contracts for training services.

d. Use an SF 1164, "Claim for Reimbursement for Expenditure on Official Business," along with appropriate receipts, to file reimbursement claims for official business and expenditures.

e. A completed and approved DD Form 2875, "System Authorization Access Request (SAAR)," is required for LMS administrative access.

Note: Electronic versions of DD Form 577, SF 182, SF 1164, and DD Form 2875 are available on the DoD Forms Management Program Web site at <http://www.dtic.mil/whs/directives/forms/index.htm>. Electronic versions of DLA Form 1823 and DLA Form 1304 are available on the DLA Forms Management Web site at <http://www.dla.mil/officialforms/Pages/default.aspx>.

8. INTERNAL CONTROLS.

- a. Enterprise-Wide Mandatory Training (EWMT) quarterly compliance report.
- b. Individual Development Plan (IDP) Established Rate annual reporting.
- c. Average Training Hours Invested annual reporting.
- d. Periodic status updates from DLA Training Forward Presence personnel.
- e. DLA Tuition Assistance Program. Verify school accreditation, confirm course requests relate to mission, and ensure individuals and organizations do not exceed annual cap limits.

9. RELEASEABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DLA Issuances Internet Web site.

10. EFFECTIVE DATE. This Instruction

- a. Is effective on October 9, 2015.
- b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with (IAW) DLAI 5025.01, DLA Issuance Program. If not, it will expire effective October 9, 2025 and be removed from the DLA Issuances Website.

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Enclosure(s)

Enclosure 1 – References

Enclosure 2 – Responsibilities

Enclosure 3 – Procedures

Glossary

TABLE OF CONTENTS

1. PURPOSE	1
2. APPLICABILITY	1
3. DEFINITIONS	1
4. POLICY	1
5. RESPONSIBILITIES	2
6. PROCEDURES	2
7. INFORMATION REQUIREMENTS	2
8. INTERNAL CONTROLS	3
9. RELEASABILITY	3
10. EFFECTIVE DATE	3
ENCLOSURE 1: REFERENCES	6
ENCLOSURE 2: RESPONSIBILITIES	8
1. Director, DLA Human Resources	8
2. DLA Training	8
3. Workforce Development Policy and Program Support	9
4. DLA Training Forward Presence	9
5. J Code, D Staff, and PLFA Commanders/Directors	10
6. Supervisors and Managers	11
7. Employees	12
8. Training Coordinators	12
9. Training Liaisons	13
10. Program Managers, DLA Training Instructors, and Administrative Staff	14
ENCLOSURE 3: PROCEDURES	15
1. Records of Plans, Activities, and Expenses	15
2. Determining Training Needs	15
3. Funding Training	17
4. Identifying Training Sources	17
5. Executing Training Plans	19
6. Administration Procedures	19
6.a. Approval Authority	19
6.b. Training Prohibitions	20
6.c. Competitive Procedures	20
6.d. Equal Employment Opportunity	21
6.e. Training Systems	21
6.f. Long-Term Training	22
6.g. Training Requiring Overseas Travel	22
6.h. Training Attendance and Completion	22
6.i. Training For Others	25
6.j. Other Training	26
6.k. Continued Service Agreements (CSA) for Training	26

6.l. Professional Licenses, Certifications, and Memberships	27
6.m. Tuition Assistance	28
6.n. Distributed Learning (DL)	31
6.o. Enterprise-Wide Mandatory Training (EWMT)	32
GLOSSARY	33
PART I: ABBREVIATIONS AND ACRONYMS	33
PART II: DEFINITIONS	33

ENCLOSURE 1

REFERENCES

- (a) DLA Regulation 1430.12, Civilian Employee Development and Training, November 24, 1987 (hereby cancelled)
- (b) DOD Directive 5124.02, Under Secretary of Defense for Personnel and Readiness (USD(P&R)), June 23, 2008
- (c) DOD Instruction (DODI) 1400.25, Volume 410, DOD Civilian Personnel Management System: Training, Education, and Professional Development, September 25, 2013
- (d) Title 29, CFR, Part 1614, Federal Sector Equal Employment Opportunity
- (e) Section 2301, Chapter 23 of Title 5, USC, Merit System Principles
- (f) DLAI 7519, Training for Newly Appointed Probationary Supervisors, October 4, 2011
- (g) DLAI 1025.02, DLA Enterprise Leader Development Program, October 29, 2013
- (h) DLAI 7509, Executive Development Program, September 21, 2011
- (i) DLAI 1025.01, DLA Rotation Program, July 11, 2013
- (j) DLA Enterprise Newcomers Getting a Global Entrance (ENGAGE) Web site, <https://eworkplace.dla.mil/sites/S8/Pages/ENGAGE.aspx>, 2015
- (k) DLA Pathways to Career Excellence (PaCE) Program Web site, <http://www.hr.dla.mil/career/programs/PaCE/>, 2015
- (l) DTM 13-001, Government Purchase Card (GPC), December 13, 2013
- (m) Title 5, CFR, Subchapter B, Part 412, Supervisory, Management, and Executive Development
- (n) Office of Personnel Management (OPM) Web site, Training and Development, www.opm.gov/policy-data-oversight/training-and-development/, 2013
- (o) Title 5, CFR, Part 930, Subpart C, Section 301, Information Systems Security Awareness Training Program
- (p) Title 5, CFR, Part 2638, Subpart G, Section 703, Initial Agency Ethics Orientation For All Employees

- (q) DLAI 7600.01, DLA Conference Approval Process, May 28, 2015
- (r) DOD 7000.14–R, DOD Financial Management Regulation (DFMR), current edition
- (s) Federal Acquisition Regulation (FAR), 48 CFR, current edition
- (t) Defense Federal Acquisition Regulation Supplement (DFARS), current edition
- (u) Title 5, CFR, Subchapter B, Part 410, Section 203, Options for Developing Employees, as amended
- (v) Title 10, USC, Chapter 87, Sections 1741–1748, Education and Training, November, 1990 (also known as the Defense Acquisition Workforce Improvement Act (DAWIA))
- (w) The U.S. Department of Education Web site, The Database of Accredited Postsecondary Institutions and Programs, <http://ope.ed.gov/accreditation/>, 2013
- (x) Article 10, DLA Master Labor Agreement, Career Development and Training, May 2013
- (y) DLAI 7604, Military Education and Training, November 7, 2011
- (z) Army Regulation 215–3, NAF Personnel Policy, August 29, 2003
- (aa) Army Regulation 215-1 MWR Programs and NAF Instrumentalities, September 24, 2010
- (ab) DODI 1015.15, Establishment, Management, and Control of NAF Instrumentalities and Financial Management of Supporting Resources, October 31, 2007
- (ac) DLAI 1025.03, Payment of Licenses and Certification, August 14, 2014
- (ad) Title 5, USC, Chapter 59, Section 5946, Membership Fees; Expenses of Attendance at Meetings; Limitations
- (ae) Title 5, CFR, Subchapter B, Part 410, Training
- (af) Rumsfeld vs. Forum For Academic and Institutional Rights, Inc., 547 U.S. 47, (2006)
- (ag) Section 625 (a), Public Law 106–58, Treasury and General Government Appropriations Act, 2000
- (ah) DLAI 7510, Distributed Learning, May 20, 2010
- (ai) Title 29 USC, Section 794d – Electronic and Information Technology (hereinafter referred to as Section 508 of the Rehabilitation Act), as amended

ENCLOSURE 2

RESPONSIBILITIES

1. DIRECTOR, DLA HUMAN RESOURCES. The Director, DLA Human Resources (J1) must:

- a. Advise the DLA Executive Board on training and development to sustain a mission-ready workforce.
- b. Set workforce development strategy.
- c. Align workforce development policies and programs with the Agency's mission and strategic goals.
- d. Develop and advocate a culture of continuous learning.
- e. Oversee, develop, and implement the policies, procedures, and information requirements for workforce development activities and programs for DLA civilian employees.
- f. Coordinate learning initiatives with other DOD Components.
- g. Direct reviews of workforce development and training activities and programs, and integrate with other personnel management and operating functions.

2. DLA TRAINING. DLA Training is the Agency's initial and primary point of contact for all training strategies and solutions. DLA Training must:

- a. Provide strategic workforce development and training solutions.
- b. Organize, direct, and manage workforce development and functional training programs for implementation across all DLA activities to optimize the diverse backgrounds and abilities of DLA employees and enable them to capitalize on their skills, experience, and potential. Examples of programs are covered in references f through k and described under subparagraph 6.m. of Enclosure 3.
- c. Function in an administrative role as training officer. Administer and execute the purchase of all training within DLA via Government Purchase Card (GPC).
- d. Collaborate with DLA functional community managers, supervisors, and subject matter experts to develop career management tools for the DLA workforce including DLA career maps, mid-level development programs, and career-based training plans.
- e. Administer the DLA LMS to assist the Agency in managing and administering corporate and organizational learning activities.

f. Collaborate with DLA activities on creating IDPs to address competency skill gaps, enhance readiness for future mission requirements, and expand opportunities for individual growth. Compile and report IDP results to inform planning, prioritization, and budgetary decisions.

g. Ensure DLA training products and services meet professional standards.

h. Provide, on a reimbursable basis, professional instructional systems design, multimedia, and production support.

i. In partnership with supervisors and program managers, continually advance talent management strategies.

3. WORKFORCE DEVELOPMENT POLICY AND PROGRAM SUPPORT. Workforce Development Policy and Program Support must:

a. Develop and oversee workforce development and training policy for the Agency.

b. Evaluate and interpret legislation, policy, and regulations pertaining to workforce development and training.

c. Act as DLA policy representative on DOD and OPM learning and development councils/workgroups.

d. Research best practices and lessons learned related to workforce development policies and metrics to share with stakeholders.

e. Provide consulting services to assist with the planning and execution of workforce development initiatives.

f. Perform workforce development program evaluations in collaboration with other J1 offices.

4. DLA TRAINING FORWARD PRESENCE PERSONNEL. DLA Training Forward Presence personnel at DLA Headquarters and Primary Level Field Activities (PLFAs) must:

a. Provide workforce development advisory services to implement, administer, and execute enterprise and local training initiatives.

b. Provide professional training and development advice, consultation, and counseling to managers, supervisors, and employees.

c. Develop, market, and execute training programs based on localized needs.

d. Assist managers and supervisors in analyzing the effectiveness of civilian workforce development initiatives.

- e. Assist in identifying training needs and solutions.
- f. Work with managers and supervisors to develop and execute the activity's annual training plan.
- g. Validate training requests and sign as training officer.
- h. Manage local training classes.
- i. In partnership with supervisors, program managers, and training coordinators, continually advance talent management strategies and integrate those strategies and processes into the DLA LMS.
- j. Serve as a liaison between serviced customer and J1.

5. J CODE, D STAFF, and PLFA COMMANDERS/DIRECTORS. Commanders/Directors of DLA activities must:

- a. Implement training policy and provide guidance within their organization to ensure an effective training and development program is established and functioning IAW this Instruction.
- b. Link training to the Agency's strategic plan, Director's annual guidance, and the activity's annual operating plan.
- c. Establish a committee/council to manage training and development for their organization, as needed.
- d. Identify training and development needs of the workforce and provide to DLA Training, at least annually.
- e. Plan, prioritize, program, and budget to meet training needs.
- f. Provide training based on prioritized mission requirements and organizational performance goals.
- g. Collaborate with, and receive prior approval from, DLA Training for workforce development and training activities.
- h. Provide adequate facilities and equipment for training activities.
- i. Ensure organizations designate training coordinators to carry out training and development function.

6. SUPERVISORS AND MANAGERS. Supervisors and managers at all levels must:

- a. Be familiar with workforce development and training policies and requirements.
- b. Develop an understanding and appreciation among employees of the significance of continual growth in job competence and professional advancement.
- c. Meet with each direct report to develop an IDP. Ensure direct reports execute IDP training needs.
- d. Ensure managers and supervisors complete mandatory training requirements IAW References (f), (g), and (m).
- e. Assess the training needs of their organization and employees and report on those needs.
- f. Develop and conduct (or make available) on-the-job training opportunities to improve organizational/individual performance goals or meet mission requirements.
- g. Use the DLA LMS to manage training.
- h. Budget funds and/or other resources to meet training needs.
- i. Ensure mandatory training requirements are met.
- j. Review and approve/disapprove training requests. Provide justification when denying training requests.
- k. Coach/mentor employees on career development.
- l. Assure the skills and knowledge acquired during training is applied when employees return to the job.
- m. Counsel employees who fail to satisfactorily complete training and reevaluate whether to reschedule employees in training.
- n. Evaluate the effectiveness of training and development efforts in terms of increased job competency and efficiency of operations, and provide feedback and recommendations for improvement to appropriate personnel or to DLA Training.
- o. Ensure new employees are effectively on-boarded and oriented into the organization utilizing procedures and processes from the DLA ENGAGE Program (Reference (j)).
- p. Give all eligible employees reasonable opportunity for consideration in selections for training, which may result in promotion.
- q. Monitor training Continued Service Agreements (CSAs) and take action to ensure no obligated service is outstanding when an employee separates from the organization. Ensure training records are reviewed at least one pay period prior to the employee separating from the

organization. Supervisors may contact their DLA Training Forward Presence or Human Resources representative for assistance.

7. EMPLOYEES. Employees at all levels must:

a. Assist in defining mission-oriented training needs in relation to current and future job requirements, and maintain responsibility for self-development.

b. Create and submit IDP in collaboration with supervisor using the DLA LMS.

c. Use the DLA LMS to manage learning and development.

d. Successfully complete assigned training, and ensure all EWMT, functional training, and/or required leadership training requirements are met.

e. Apply the knowledge, skills, and abilities acquired through training to the work situation and share the knowledge with other employees needing such information.

f. Satisfy all CSAs stemming from training, education, or professional development. At least one pay period prior to out-processing, DLA employees must meet with their supervisors and their DLA Training Forward Presence and/or Human Resources representatives to review their training records to ensure CSAs have been fulfilled. Employees may need to reimburse the Government for costs incurred for not completing CSA requirements.

g. Verify the DLA LMS learning history accurately reflects training accomplishments, and contact DLA Training Forward Presence regarding any discrepancies. Learning history from a legacy system, a previous assignment, or foreign system will only be loaded to the DLA LMS if needed for job certification courses required in current DLA duty position.

h. Submit training requests for approval within the timeframes established by this Instruction.

i. Notify supervisors in advance of any special/reasonable accommodation needed for successful completion of a training activity (e.g., interpreters, adaptive equipment, and parking).

j. Provide feedback and offer recommendations for improvement on courses taken or training program effectiveness to instructor, supervisor, training coordinator, and/or DLA Training Forward Presence personnel.

8. TRAINING COORDINATORS. DLA training coordinators within activities serve as designated liaisons between the organization and DLA Training Forward Presence for administrative training matters. Depending on the size of the civilian workforce served, these duties may be either full-time or part-time. In general, training coordinator responsibilities include preparing or consolidating training data and coordinating training actions with DLA Training. Training coordinators will have DLA LMS administrative access to support their

respective organization, and assist DLA Training Forward Presence staff with DLA LMS and training processes. Training coordinators must:

- a. Communicate and coordinate training schedules and training information between the organization's management, assigned employees, and DLA Training.
- b. Provide serviced supervisors and employees with timely training information, instructions, and assistance with sources, resources, and nominations of training.
- c. Monitor and assist with compliance of mandatory training events for serviced employees.
- d. Coordinate organization response to periodic training assessments and surveys.
- e. Assist with administration of onsite courses.
- f. Coordinate training substitutions and cancellations.
- g. Maintain records and generate reports on organization training.
- h. Provide training and assistance to respective organization supervisors and employees on using the DLA LMS, developing IDPs, and creating course requests.

9. TRAINING LIAISONS. Training liaisons serve as local site resources for Enterprise Business System (EBS) training and have the same responsibilities as training coordinators, limited in scope to EBS training and processes. Training liaisons will have DLA LMS administrative access only to the level necessary to carry out EBS related tasks. Training liaisons must:

- a. Record completions for EBS courses in the DLA LMS for serviced population.
- b. Assist in deploying revised or new software coordinated through DLA Human Resources, Human Capital Business Integration (J17).
- c. Perform change management duties for revised or new EBS training.
- d. Work with local EBS organizations to determine training needs.
- e. Coordinate deployment of EBS training to remote sites.
- f. Assist in the development of training resources at local and remote sites.

10. PROGRAM MANAGERS, DLA TRAINING INSTRUCTORS, AND ADMINISTRATIVE STAFF. Program managers, DLA Training instructors, and administrative staff must:

- a. Ensure training is recorded in the DLA LMS within 3 duty days of course completion.

- b. Manage assigned programs by utilizing DLA LMS capability to the fullest extent possible. These include LMS roster, sign-in sheets, and evaluation forms.
- c. Manage assigned programs by generating and/or reviewing DLA LMS reports.
- d. Actively participate and support the DLA Training evaluation program in the DLA LMS.
- e. Increase opportunities in DL and leverage technology for improved classroom delivery, efficiency, and continual improvement.

ENCLOSURE 3

PROCEDURES

1. RECORDS OF PLANS, ACTIVITIES, AND EXPENSES.

a. In administering training programs, DLA Headquarters and PLFA Commanders/Directors are responsible for maintaining records to comply with laws and regulations. These records document training plans, learning activities, and expenses. An overview of training recordkeeping, with legal citations, is available on the OPM Web site (Reference (n)).

b. The DLA LMS fulfills civilian workforce development recordkeeping requirements. For consistency, efficiency, economies of scale, standardization, and Agency reporting requirements, the DLA LMS is the Agency's only training platform and is the official training record for all assigned employees. Learning history from a legacy system, a previous assignment, or foreign system will only be loaded to the DLA LMS if needed for job certification courses required in current DLA duty position.

2. DETERMINING TRAINING NEEDS.

a. A systematic and continuing review of current and foreseeable organizational training needs provides a realistic foundation to plan, prioritize, program, budget, direct, and evaluate a viable training program.

(1) DLA Training will prescribe the system and format to use for assessing training needs.

(2) Supervisors and managers assess the current and anticipated training needs of the individuals for which they are responsible. This comprehensive assessment includes consideration of organizational, occupational, and individual training requirements.

(3) United States law, Executive Orders, Federal regulations, DOD policy, DLA policy, and activity-unique missions determine and prescribe organizational training needs. Examples of organizational needs are computer security training (mandated by 5 CFR 930.301 (Reference (o))), ethics training (mandated by 5 CFR 2638.703 (Reference (p))), and leadership development (mandated by 5 CFR 412 (Reference (m))).

b. DLA Activity Commanders/Directors must establish executive training committees, or equivalent, as an advisor on training policy, procedures, requirements, and allocation of resources, etc. The activity's senior management official normally chairs the committee. The committee submits recommendations to the Activity Commander/Director for approval. The Activity Commander/Director may delegate decision-making authority to the committee, which is comprised of the following:

(1) Senior managers from major directorates/supply chains

(2) DLA Training Forward Presence Personnel

(3) Representatives from DLA Finance (J8)

(4) Other designees as identified by activity command (e.g., Human Performance, Career Development)

c. Functional representatives often determine and prescribe occupational training needs in career programs and career field plans. Examples of occupational needs are developmental assignments and environmental training.

d. DLA Training conducts an annual Agency IDP open season. An Agency IDP open season streamlines administrative processes, improves efficiency, and provides consistency for DLA employees.

(1) Employees, supervisors, and managers identify individual mission-related and developmental training needs on IDPs in the DLA LMS.

(2) Supervisors and managers assess individual training needs within the context of the organization's strategic goals and objectives to ensure employee performance, competency, and development.

(3) Supervisors and employees use the IDP to identify skill gaps and developmental activities to reduce those gaps, and document professional development requirements. Employees must develop an annual IDP regardless of their career stage. Supervisors monitor IDPs to ensure they meet organizational objectives, DLA senior leadership objectives (including new supervisor competencies requirements), and career path competencies.

(4) IDPs may include short-term (current year) goals, long-term (out-year) goals, competency requirements, developmental activities, new skills to acquire, and training/education plans. IDPs must include target dates.

(5) IDPs should target training activities to reduce skill gaps that relate to mission accomplishment and professional development. When approving IDPs, supervisors should account for employee availability, available resources, and mission requirements.

(6) DLA Training consolidates individual needs into organizational and agency-wide training plans. DLA Training reviews organizational and Agency-wide plans to identify which training can most economically and efficiently be delivered on a regional or Agency-wide basis. This provides an inventory of training needs and sources for the accomplishment of those needs.

(7) Training requirements (needs) often exceed the availability of funds. The following priority system ensures the distribution of funds fairly and equitably, and critical aspects of an organization's mission are key determining factors:

- (a) Priority 1—Mission Essential: Essential to immediate job performance
 - (b) Priority 2—Enhancement: Mission accomplishment over next 2–3 years

 - (c) Priority 3—Optional: Career Broadening

 - (d) Priority E—Enterprise Mandate

 - (e) Priority L—Local Mandate
- e. IDP and learning plan changes outside the open season.

(1) Employees may revise their IDPs outside of the published open season. However, they must communicate changes to DLA Training Forward Presence personnel for consideration into the organizational and/or Agency-wide plan.

(2) DLA Training Forward Presence team members can add items directly to an employee’s learning plan.

3. FUNDING TRAINING. DLA Training Forward Presence assess and validate annual IDP data to facilitate planning and budgeting for training. Commanders/Directors, or their designee(s), must budget for employee training that will build or support workforce capabilities to achieve Agency mission and performance goals.

a. Training valued at or below \$25,000. Cardholders may use the GPC to pay for Government or non-Government provided training, regularly scheduled courses, or instructional services that are available to the general public and priced the same for everyone. Training costs may not exceed \$25,000 when authorized on a single SF 182 and paid for by the GPC. A separate GPC training account will be established to segregate training accounts from supply, service, and contract payment accounts. The SF 182, or its electronic equivalent, remains the authorized and required document to purchase training not subject to contracting procedures. Reference (l) establishes DLA policy for payment of training via the GPC.

b. Training valued above \$25,000. Training that costs over \$25,000 (including materials, instructor travel, and other miscellaneous expenses) is subject to DOD 7000.14–R (Reference (r)); FAR, 48 CFR (Reference (s)); DFARS (Reference (t)); and a host of acquisition and contracting procedures. Contracting offices are required to submit DLA Form 1304 or DLA Form 1823 through DLA Training prior to solicitation and award of contracts for training services.

c. Most training suppliers will invoice the purchasing organization after completion of the training. In cases where the vendor requires advance payment, the training may be purchased using a GPC or an alternative advance payment procedure. Advance payment requests using an alternative payment procedure should be prepared and forwarded IAW local resource management guidance/instructions prior to the commencement of training.

4. IDENTIFYING TRAINING SOURCES. DLA may use a full range of options to meet mission-related organizational and employee development needs, such as classroom training, on-

the-job training, technology-based training, satellite training, self-development activities, coaching, mentoring, career development counseling, details, rotational assignments, cross training, and developmental activities at retreats and conferences (5 CFR 410.203 (Reference (u))). DLA Training, in collaboration with supervisors (and/or program managers), will consider the most effective, fiscally responsible, delivery method. DL promotes an economical approach to education and training and increases training opportunities. Employees, supervisors, and managers must adopt DL approaches when possible.

a. SkillSoft courses are DLA's first choice for addressing training needs prior to utilizing external training sources. SkillSoft courses are centrally funded with no additional costs to individual organizations and no per course costs. DLA supervisors and employees must follow the guidance provided below.

(1) As the first preference for formal training, employees must complete the appropriate SkillSoft course(s) in the DLA LMS. Acquisition workforce employees will continue to obtain Defense Acquisition Workforce Improvement Act (DAWIA) certification through the Defense Acquisition University and follow current enrollment procedures IAW Title 10, USC, Chapter 87 Sections 1741 through 1748 (Reference (v)).

(2) If SkillSoft training is not available in a particular discipline, or if further training is necessary after completing online courses, employees can request alternative training on an SF 182. They must complete Block A4 of the SF 182 to certify that the appropriate training was searched for and/or available courses were completed. Employees must provide justification for an alternative source in Block C6 of the SF 182.

b. Meetings and conferences. Conferences are often significant expenses, particularly when you include travel costs. Regulations require DLA to exercise strict fiscal responsibility when selecting conferences.

(1) DLA activities must ensure a conference is a necessary and cost-effective way to achieve a mission objective.

(2) Managers must evaluate mission benefits from employee attendance at specific conferences in terms of the purpose and agenda of the conference, the value of the conference as educational, and the qualifications of employees who will attend as official DLA representatives.

(3) To comply with DLA conference approval process policy (Reference (q)), participation in, or attendance at, conferences for which costs are incurred requires the DLA Director or Vice Director authorization prior to employee attendance. J1 and DLA Training personnel should not field conference requests, nor should conference requests be submitted on an SF 182 Training Form. If an event is a regular conference, then all allowable conference expenses are paid through the Defense Travel System. Once DLA General Counsel, in coordination with the DLA Director's Joint Secretariat, determines an event as a regular conference, regardless of its training benefit, no payments associated with the attendance of this event are permissible via the GPC. This event is a travel related expense.

5. EXECUTING TRAINING PLANS. Employees and their supervisors are responsible for executing the training and development activities on their IDPs. DLA Training works closely with management and organization training coordinators to ensure the installation and Agency-wide training plans are executed effectively.

6. ADMINISTRATION PROCEDURES.

a. Approval Authority.

(1) Delegation to act as an authorizing official. By law, the Agency Director has the authority to grant requests for training, unless otherwise delegated by the Agency Director as outlined in paragraph 6.a.(2). The authorization of short-term training (full-time training of 120 calendar days or less) may be re-delegated by the Activity Commander/Director, in writing, to the lowest practical level to ensure program integrity. The authorization of training requests is a responsibility that must not be taken lightly. Illegal or inappropriate training actions outlined in this policy and other OPM documents and DOD Directives may result in the termination of authority and/or disciplinary action.

(a) The DD Form 577 officially documents delegations of authority.

(b) If training involves costs, the authorizing official must have the authority to commit funds.

(c) The authorizing official's signature (or electronic approval) confirms all of the following:

1. The employee is within the authorizing official's chain of command.

2. The training is authorized for the employee(s) named.

3. A mission-related requirement exists for the training event.

4. Funds are available and the authorizing official has authority to use them for this purpose.

5. The employee(s) will be released from job responsibilities to attend the training event.

(d) Self-review constitutes a conflict of interest. Managers who are delegated as authorizing officials must submit their requests for training to the next higher level for authorization.

(2) Delegation to act as training officer. Each training and development activity must be certified by signature/approval of the training officer prior to scheduling or committing funds. The Director, DLA delegates training officer authority to the Director, J1. This authority may be re-delegated within the J1 organization, in writing, to the lowest practical level to ensure program integrity.

(a) The DD Form 577 officially documents delegations of authority.

(b) DLA Training appointed training officers sign all SF 182, DLA Form 1304, DLA Form 1823, or other automated requests for training as part of the approval process prior to purchase and attendance of training. Contracting offices must submit DLA Form 1304 or DLA Form 1823 through DLA Training Workforce Development prior to solicitation and award of a contract for training services. DLA Training will review and notify the Contracting Office of approval/disapproval and notify the customer.

(3) Employees may not be assigned to training or permitted to enroll in a course, regardless of course length, before formal approval by the official delegated authority to approve training (authorizing official), certification by DLA Training as training officer, and certification of funding by the GPC cardholder. Such approval is documented by signature on the SF 182 or electronically authenticated through the DLA LMS.

(4) Requests for approvals after employees have enrolled or begun the training must be disapproved. Employees who enroll in training courses without written prior approval as indicated above are personally responsible for the total training cost.

b. Training prohibitions.

(1) No DLA employee will be assigned to training for which the employee does not possess the appropriate security clearance.

(2) No DLA employee will be authorized to attend post-secondary courses at an institution that is identified as (or under suspicion of being) a diploma mill. Appropriated funds will in no case be expended on diploma mill training or education. Credentials from diploma mills cannot be used for any purpose in DLA or the Federal sector. Information can be found at the U.S. Department of Education Web site (Reference (w)).

(3) Other prohibitions may exist in DLAs for individual programs.

(4) No DLA employee will accept a contribution, award, or payment incident to training or attendance at meetings.

c. Competitive procedures.

(1) Competitive procedures (Reference (e)) based on DLA policy must be followed in selecting employees for training that is primarily designed to prepare trainees for advancement and that is not directly related to improving performance in their current positions. For example, competitive procedures apply to training that (1) prepares an employee for a promotion or (2) is required for assignment to a different position with higher promotion potential.

(2) Competitive procedures (Reference (e)) will be used to assign training for filling a position by promotion if there is another employee of equal ability and suitability who is fully qualified and is available at, or within a reasonable distance from, the place or places where the

duties of the position to be filled are performed.

d. Equal employment opportunity. Civilian employees will be selected for training without regard to race, color, religion, national origin, sex, (including pregnancy and gender identity), sexual orientation, national origin, age (40 and over), disability, genetic information, or retaliation against any person because that person opposed an unlawful policy and/or practice (Reference (d)).

e. Training systems.

(1) For consistency, efficiency, economies of scale, standardization, and Agency reporting requirements, the DLA LMS is the Agency's only training platform and is the official training record for all assigned employees. Other in-house, ad hoc, or redundant training databases are not authorized, unless directed by DOD functional communities. DLA employees may use other DOD systems for functional training; e.g., the Acquisition Training Application System is used by DOD employees to submit and process training applications for Defense Acquisition University courses and the DOD Financial Management LMS is used for the DOD Financial Management Certification Program.

(2) DLA will adopt automated processes to the fullest extent possible to streamline training recordkeeping, scheduling, reporting, and assigning.

(3) DLA civilian personnel with Information Technology Level I or II designation may be granted LMS administrative access with an approved Systems Authorization Access Request (DD Form 2875). Access will be for the screens and personnel records necessary to meet the business need. Access will be granted only to the immediately serviced employee population, and will not be granted to the entire DLA population. Administrative users should not manually input training completions in the LMS that otherwise would be added to employees' learning histories through automated processes.

(4) Leveraging the DLA LMS will improve efficiency and improve learner convenience.

(a) For class sizes of five learners or greater, recurrent training, or training relevant to others in the future, a course and scheduled offering will be added to the DLA LMS.

(b) Scheduled offerings should be viewable to the largest DLA audience possible to promote an enterprise approach while sharing training opportunities, maximizing capacity, and improving a return on the training investment.

(c) To keep training overhead costs down, manual system enrollments and course withdrawals should be dictated by a compelling business reason.

(d) Employees must initiate electronic training requests in the DLA LMS using the automated SF 182, or the system automated training approval process, to allow all approving officials review and processing time.

(e) DLA LMS automated training requests, approvals, and verification of training are the norm and will be used when possible.

(f) Supervisors must approve all training requests where funding is necessary or time away from work is required before employee attendance. Approved training requests will be submitted to DLA Training no later than 30 days in advance of class start date.

(g) DLA Training Forward Presence, DLA Training Schoolhouse personnel, and activity training coordinators must generate rosters from the LMS for all training events.

(h) Four approvals/signatures are required to legitimize a request: the first and second level supervisor within the chain of command, DLA Training Forward Presence, and the DLA Training GPC cardholder. Legally, training may not be arranged or attended without the formal approvals of these delegated officials. When uncertain about a process or policy, employees and supervisors are encouraged to contact their DLA Training Forward Presence personnel for guidance.

(i) Training opportunity announcements provide instructions on certain Agency-specific courses (primarily those managed by DLA Training or local training coordinators).

f. Long-term training. Short-term (120 calendar days or less) low-cost training programs can meet most training needs of the DLA civilian workforce. DLA will use long-term training and development programs when they will achieve the training objectives better than short assignments. Long-term training and education is training that an employee is assigned to on a continuous, full-time basis for more than 120 calendar days. The assignment may be to Government or non-Government training, formal training programs, planned developmental assignments, academic/university training, or to a combination of more than one type of training on a continuous full-time basis.

g. Training requiring overseas travel. Employees requesting training that requires overseas travel must forward an SF 182 to DLA Training, Workforce Development Division at least 120 calendar days, or with as much advance notice as possible, before training/travel is scheduled to commence.

h. Training attendance and completion.

(1) Employees, supervisors, and managers must ensure successful training attendance. Managers and supervisors must ensure employees are available to attend scheduled training. Duties and activities should be scheduled around the employee's attendance.

(2) If an employee cannot attend training, the employee should notify the servicing training coordinator or DLA Training Forward Presence personnel as soon as possible. If the cancellation is communicated at least 5 duty days before class start date, the training coordinator/DLA Training Forward Presence personnel will initiate action to fill the vacated class quota with a substitute student, if available. Cancellations should occur only in emergency or unforeseen mission-essential situations.

(3) Training coordinators should notify DLA Training Forward Presence of course or scheduled offering cancellations at least 30 days prior to the scheduled start date to avoid possible cancellation fees or charges to the organization.

(4) There is consideration for employees with disabilities. When arranging training events, a coordinated effort between DLA Training Forward Presence, supervisors, and employees is required to ensure that persons with disabilities have reasonable accommodations. This will ensure selected training facilities are accessible to employees with disabilities and do not discriminate in the admission or treatment of students.

(a) DLA Training Forward Presence will ensure that training/course announcements include a statement advising employees requiring accommodations to contact their supervisor upon enrollment of the training course/event.

(b) Employees should check block 11 of the SF 182 indicating the need for accommodations.

(c) DLA Training Forward Presence will confirm the SF 182 for offsite courses with a specific notation that reasonable accommodations have been requested and confirm services to be provided by vendor.

(d) Supervisors will follow up with their employees who need accommodations during training and coordinate needs with their local Equal Employment Opportunity offices and the DLA Training Forward Presence.

(e) Activity Commanders/Directors, or their respective Equal Employment Opportunity offices, will budget for expenses to make training accessible to employees with disabilities, to include providing interpreters for hearing-impaired employees, readers for visually impaired, and/or other suitable adaptive devices.

(5) An employee assigned to training during normal business hours is considered on duty for the period of the training and no charge is made to leave. When the employee pays for the training, no charge is made to leave if the training is authorized to meet a performance improvement need. Employees may pay for their own training. Training law allows agencies and employees to share the costs of authorized training.

(a) With few exceptions, no funds appropriated or otherwise available to an agency may be used for the payment of premium pay to an employee engaged in training. Generally, employees may receive neither overtime pay nor compensatory time for time spent in training. A comprehensive overview of employee pay and entitlements related to training, with legal citations, is available on the OPM Web site (Reference (n)).

(b) An overview of non-pay expenses related to training, with legal citations, is also available on the OPM Web site (Reference (n)).

(6) Consistent with Article 10 of the DLA Master Labor Agreement (Reference (x)), employer-directed training is normally scheduled within regular hours of duty. Employees must adjust alternative or flexible work schedules so they are available for the entire event. If necessary, an employee's shift may be adjusted to encompass the hours of training.

(7) Students complete course evaluations at the end of most courses to evaluate the presentation of training, effectiveness of the instructor, and overall accomplishments of training objectives. Different procedures may apply depending upon the method used to request and document the training event. For example, a course launched or scheduled through the DLA LMS will have an online evaluation.

(a) DLA employees are responsible for notifying their supervisors when training is complete, except for EWMT. After each developmental activity, the student and supervisor should discuss the training outcomes. At this level, training evaluation addresses the usefulness of training to one's job and mission requirements, and whether or not the training successfully met the identified need. Students and their supervisors will return surveys or other solicitations for training feedback to DLA Training promptly.

(b) DLA Training personnel review training courses and curriculum in collaboration with management, student, and student supervisor feedback. This overall review provides information needed to analyze training effectiveness and make future determinations concerning the selection, application, and cost/benefits of training to improve employee and organizational productivity.

(8) Upon completion of training, employees must provide valid proof of completion to DLA Training Forward Presence or DLA Training program managers. If training was requested using the SF 182 in the DLA LMS, employees must complete the verification process within the DLA LMS. When an employee receives automatic notification from the LMS stating that verification is required, they must follow the steps below.

(a) Open LMS, select the Tuition Assistance/Unique link, and click the Verify button next to the class completed.

(b) Once the form opens, answer all the sections with an asterisk, including if the course was completed, course completion dates, academic score, and attendance at all sessions.

(c) Submit document.

(9) If the failure to complete training is for reasons beyond the employee's control, no action will be taken to collect training expenses.

(10) If the failure is due to the employee's negligence or willful misconduct, the employee's approving official or chain of command may discipline and/or request reimbursement for expenses incurred other than salary costs. If a CSA has been signed, the requirements will be enforced.

(11) When an employee does not satisfactorily complete a training opportunity, the supervisor counsels them and reevaluates whether to reschedule employee in training.

i. Training for others.

(1) Contractors are selected for their expertise in a subject area. Consequently, contractors will only be trained in enabling skills they are not required to bring to the job. Contractors may be trained in rules, practices, procedures, and/or systems that are unique to DLA and essential to the performance of the contractor's assigned duties, such as agency computer security procedures. Training of contractors, and any resources and/or licensing fees, will be identified and budgeted by the contracting officer for the respective contract. Contractors will not have DLA LMS user or administrative accounts. The Director, J1 will consider exceptions, which must show the access is in the best interest of DLA. If DLA LMS access is authorized, the system will be configured to allow the contractor(s) to access only the DLA LMS screens necessary to meet the DLA business need, for only a finite amount of time the need exists, and provided there is a reliable contractor personnel database to add/edit/inactivate DLA LMS accounts. Funding considerations will be part of the business case analysis.

(2) Military personnel. Guidance on training for military personnel is under the jurisdiction of DLA Human Resources Services, Military Personnel. Additional information is available in DLAI 7604 (Reference (y)). In general, civilian regulations do not apply to military personnel; however, they may participate in training activities intended mainly for civilians only if necessary in the performance of DLA duties.

(a) Funding for military members can only be approved for training that is required for military members to perform their duties at DLA. Use of DLA funding is not authorized for programs or courses strictly for leadership, professional, and career enhancing development programs and courses, as this is the responsibility of the respective Service.

(b) It is important to note the prohibitions outlined in Reference (y) include the cost of tuition, materials, travel, and per diem. Tuition and travel/per diem are not to be considered separate and distinct from training.

(c) Military members must complete an SF 182 for all training requests, which includes a justification for the training requirement. The Chief of Staff, or equivalent level, within each DLA organization must approve training requests. Questions regarding military member training should be directed to your DLA Training Forward Presence personnel.

(d) If military participation increases cost for a course, payment for military participants will be prorated to their respective Service. Military personnel must use parent-Service funding for tuition assistance.

(e) All military personnel (active and reserve) assigned to DLA will have DLA LMS accounts. DLA Human Resources Services, Military Personnel is responsible to maintain a reliable military personnel database to add/edit/inactivate DLA LMS accounts.

(3) Nonappropriated Fund (NAF) Employees.

(a) DLA training facilities are available for NAF employee training if no additional appropriated funding is required. Appropriated-fund employees may give program support and technical help on NAF training matters when it does not interfere with their primary duties. NAF-oriented training courses, maintenance of records and reports, and other support functions will be supported by a mixture of appropriated funds and NAF as authorized by Army Regulation 215-3 (Reference (z)), Army Regulation 215-1 (Reference (aa)), and DODI 1015.15 (Reference (ab)). NAF employees are not eligible to participate in the DLA Tuition Assistance Program.

(b) Non-appropriated or appropriated funds are authorized for Morale, Welfare, and Recreation/NAF personnel for DOD-Component approved education or training that is not job unique such as management and/or leader development courses, quality training, health and safety, sexual harassment, etc. Non-appropriated funds are not authorized for appropriated funds non-tuition courses. Additional information regarding NAF training can be found in Reference (z), Reference (aa), and Reference (ab).

(c) The Director, J1 approves DLA LMS accounts for DLA NAF employees, if in the best interest of the Agency. The DLA NAF representative is responsible to maintain a reliable NAF personnel database to add/edit/inactivate DLA LMS accounts.

(4) Local National employees may be trained in rules, practices, procedures, and/or systems that are unique to DLA and essential to the performance of their assigned duties, such as agency computer security procedures. Local National employees assigned to DLA may have DLA LMS user or administrative accounts if approved by the Director, J1 if the access is in the best interest of DLA. If DLA LMS access is authorized, DLA Training will configure the DLA LMS to allow Local National(s) access to only the screens necessary to meet the DLA business need, for only a finite amount of time the need exists, and provided that a reliable personnel database exists to add/edit/inactivate DLA LMS accounts. Funding considerations will be part of the business case analysis.

j. Other training.

(1) When in the best interest of DLA in planning for short and long-range program needs, DLA permits management to retrain employees in hard to fill or mission critical occupations. However, if new jobs offer more promotion potential to employees, the employees must compete to enter the retraining programs per Reference (e).

(2) DLA funds may not be used to train a DLA employee for potential placement in another agency. Exceptions may be considered by the Director, DLA, and must show the training is in the best interest of the Government and there is a reasonable expectation of placement in another agency.

(3) Appropriated funds may not be used to retrain DLA employees for positions outside the Federal Government.

k. Continued service agreements (CSA) for training.

(1) Training law requires each employee to sign an agreement with the Government before assignment to training that exceeds his or her agency's prescribed minimum period. The employee agrees to continue in the service of DOD at least three times the length of the training period, commencing upon completion of the training. The employee also agrees to pay back training expenses if he or she (1) voluntarily separates from Federal service (except retirement), (2) transfers from DOD to another Federal agency, or (3) is involuntarily separated for cause. CSAs for tuition assistance are addressed in subparagraph 6.m.(17) of Enclosure 3.

(2) Supervisors at all levels are charged to protect the Government's interests should an employee fail to successfully fulfill his or her signed training agreement by failing to complete either the assigned training event or the continued service obligation period. At least 10 days prior to out-processing, DLA employees are required to meet with their supervisors and the DLA Training Forward Presence/Human Resources representative for a review of training records to determine if there are any signed CSAs, and if the terms have been fulfilled. The Agency will provide procedures to enable the employee to obtain a reconsideration of the recovery amount or to appeal for a waiver of the Agency's right to recover.

(3) Waiver Request. The employee may seek a waiver from his/her Activity Commander/Director (or Senior Executive Service equivalent Deputy). Waiver requests must be received in writing and a decision rendered prior to separation. Employees must provide at least a 10 workday advance notice to both their supervisor and DLA Training. Authority to waive CSA obligations is established at the Activity Commander/Director level. A waiver may be granted completely or in part. Approval of any waiver must be documented in writing and based on full consideration of equity, good conscience, and the public interest.

(4) Payment Arrangements. If the employee does not seek a waiver or the waiver is not approved, payment arrangements are made in coordination with the Defense Finance and Accounting Service. When possible, final salary and leave payments may be garnished. If additional money is outstanding, any legal method of recovery may be pursued. At any point in the recovery process, management may decide that it is fiscally prudent to waive the remaining balance owed. The obligation suspense is removed from the record when the obligation is satisfied through service, reimbursement, or waiver.

l. Professional licenses, certifications, and memberships.

(1) Information can be found in DLAI 1025.03 (Reference (ac)). If funds are available, the agency may pay for or reimburse expenses related to obtaining or maintaining pre-approved licenses or certifications that meet criteria, eligibility, and current position requirements. DLA Headquarters and PLFA Commanders/Directors must review and approve all license and certification requests, and approval must not be delegated below the Deputy Director or Deputy Commander level. Licenses, certifications, and subsequent renewals of such credentialing may include additional expenses such as professional association membership fees (those considered part of or needed to retain a license), preparation for examinations, examinations, registration

fees, and travel and per diem cost based on the availability of funds. The employee must submit an SF 1034 or SF 1164 to his or her supervisor for review and approval for reimbursement. Once the Director, Deputy Director, Commander, or Deputy Commander; Functional Community Manager; and first line supervisor approve the license/certification, then the DLA Headquarters or PLFA Budget Office will reimburse the employee.

(2) Using appropriated funds to pay for individual memberships is prohibited in 5 USC, Section 5946, (Reference (ad)). Payment of annual dues for membership in a professional organization is a personal expense, not reimbursable to the employee, even if the Government would benefit from the employee's development because of the membership (e.g., Toastmasters).

(3) Individual membership in professional organizations is not a training expense, except to the extent that the fee is a necessary cost of the training. For example, a conference fee may include an individual membership that cannot be reduced by the cost of the membership. Thus, the employee may accept the membership as an incidental byproduct of the conference.

(4) DLA, as an Agency, may become a member of an organization and pay dues if, administratively, it was determined to be necessary in carrying out authorized Agency activities IAW OPM training policy as described in Reference (m).

(5) Information Assurance maintenance/program fees meet the definition of a necessary expense directly related to the training of the employee. These fees are a necessary part of the Information Assurance training requirement and meet the criteria identified in Reference (l). Employees should submit an SF 182 for payment via the GPC.

m. Tuition assistance.

(1) DLA Training centrally manages the Tuition Assistance Program. DLA activities control funding decisions and training budgets. To ensure consistency of operations, the Director, J1 establishes tuition assistance policy. DLA Training provides management support, program administration, and funds management.

(2) The objective of tuition assistance is to encourage and assist employees in increasing their knowledge, skills, and abilities to better perform the duties of their current position or strengthen their potential contribution to the overall mission of the Agency. Employees may apply for courses that relate to mission, build skills and knowledge levels, improve performance, and assist in achieving the Agency's mission and performance goals. Tuition assistance is different from long-term training and other competitive training programs.

(3) Eligibility is limited to permanent, full-time civilian employees who have successfully completed a 1-year probationary/trial period in Federal Service. This policy applies to civilian employees assigned to any DLA activity. Military personnel assigned to DLA may not use DLA funds for payment of college tuition. Employees who receive tuition assistance must be performing at the fully successful level or better. Those who are currently performing at

a less than fully successful level are not eligible for tuition assistance, except where the supervisor decides that the course specifically relates to the performance deficiency.

(4) DLA employees appointed under the Pathways Internship Program are eligible for tuition assistance. As a result, the requirements for full-time employment and probationary service are waived for these students. Temporary employees are not authorized tuition assistance.

(5) Payment for nontuition expenses is not authorized. Only tuition is funded. Textbooks, fees, supplies, computers, and travel/transportation costs are the personal responsibility of the employee.

(6) Individual tuition is capped annually at \$4,700 for undergraduate and \$7,000 for graduate-level courses, subject to availability of funds. Training priorities may be re-evaluated at any time to meet mission-critical needs or assist with the distribution of funds.

(7) Funding is limited to courses at the graduate level and below, including trade and technical and associate degree level courses. Postgraduate (i.e., doctoral) level courses are not authorized under this policy. In those instances where there is a compelling mission requirement for postgraduate education, a DLA Activity Commander/Director may submit a signed waiver request to the Director, J1 for approval consideration. If postgraduate education is approved, DLA Training will follow the graduate level requirements in this policy (i.e., annual tuition cap, CSA period, etc.).

(8) Under no circumstances will employees accept payments that result in dual compensation. Employees may only accept grants, scholarships, veteran benefits, or other aid for textbooks, fees (laboratory, administrative, and other nontuition fees), supplies, computers, or travel/transportation to the extent that these expenses are not covered by payments under DLA's Tuition Assistance Program.

(9) No further fellowships or full-time attendance programs are authorized except through future enterprise-wide initiatives.

(10) DLA employees may participate in courses offered by accredited college-level institutions within the guidelines of Title 5, Code of Federal Regulations (CFR), Part 410 (Reference (ae)). A nationally recognized body must accredit colleges and universities used under this policy. A "nationally recognized body" is a regional, national, or international accrediting organization recognized by the U.S. Department of Education. IAW the U.S. Supreme Court ruling in *Rumsfeld v. Forum for Academic and Institutional Rights* (Reference (af)), any college/university barring military recruiters from its campuses will be ineligible to receive Federal funds.

(11) Section 625 (a), Public Law 106-58 (Reference (ag)) prohibits the use of appropriated funds for training that is offensive to Federal employees and unnecessary in the execution of their official duties. This includes training associated with religious or quasi-religious and new-age belief systems, training that induces high levels of stress unrelated to the

employees' work environments, and training meant to change employees' personal values or lifestyle outside the workplace.

(12) Employees are eligible for tuition assistance without regard to race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age (40 and over), disability, genetic information, or retaliation against any person because that person opposed an unlawful policy and/or practice. Employees will receive fair and equitable consideration, consistent with Reference (e).

(13) The DLA Tuition Assistance Program will not be used for the sole purpose of obtaining an academic degree. However, to develop an employee's knowledge and skills, DLA may pay for academic courses related to an employee's official duties. If in accomplishing this training, an employee earns a degree, the degree is an incidental byproduct of the training.

(14) Employees take tuition assistance courses during non-duty hours. Exceptions to this are designated programs with competitive, merit-based selections.

(15) The DLA Tuition Assistance Program is managed through the DLA LMS.

(16) Employees must initiate a tuition assistance request in the DLA LMS no later than 30 days prior to the start date of the course, but no earlier than 90 days prior to the start date. Prior to the start of the course, all appropriate authorizing officials must approve the request. By requesting tuition assistance, the employee agrees to fulfill the CSA.

(17) A CSA is required for courses taken through the DLA Tuition Assistance Program. A CSA documents continued service and financial obligations.

(a) The period of continued service is 3 months for each undergraduate level course or 6 months for each graduate level course and begins on the first day following the completion of the course. If an employee leaves through retirement or involuntary separation during the continued service period, the remainder of the continued service period is canceled.

(b) An employee who voluntarily separates from Federal Service or is involuntarily separated for cause during a continued service period must reimburse the Federal Government on a prorated basis for the funded tuition. The employee's Activity Commander/Director may approve a waiver when the separation is in the best interest of the Government. The requirement to reimburse the Federal Government does not apply in the case of retirement.

(c) All money due the Federal Government must be paid on or before the employee's final day of employment, withheld from monies owed the employee by the Federal Government, or recovered by other methods as approved by law. An employee who does not fulfill the CSA must reimburse the Federal Government a sum no greater than the percent of funding received proportional to the percent of the agreement not completed.

(18) Advance payment to the college/university is authorized via the GPC for all approved college courses. This payment will occur after the SF 182 has all required approval signatures.

(a) Employees are not to make personal payment with the expectation of reimbursement, unless authorized by the appropriate DLA Training personnel. If reimbursement is authorized, employees will be instructed on how to obtain reimbursement.

(b) If an employee separates from Federal Service before completing a course, he or she must reimburse DLA for the full tuition amount funded. The employee's Activity Commander/Director may approve a waiver when the separation is in the best interest of the Government.

(19) An employee who drops, fails, or does not complete a tuition assistance funded course with a grade of C or better (or equivalent in a nontraditional grading systems) must reimburse DLA for the full amount funded, or retake the course within 1 year at their own expense and show proof of successful completion. Additional tuition assistance will not be approved until the employee arranges with DLA Training to retake the course or reimburse the Agency. Reimbursement can be made through payroll deduction. The employee may resume participation in the program once the payroll-deduction agreement is approved.

(20) Employees must submit official grade reports at the completion of each course and within 30 days to the appropriate DLA Training personnel. Employees must comply with the institution's add/drop policy and must notify DLA Training if the course is dropped or not completed. DLA Training will maintain adequate internal controls to assure that courses undertaken through tuition assistance are successfully completed or the employee makes reimbursement.

n. Distributed Learning (DL). Employees, supervisors, and managers must adopt DL approaches when possible to promote an economical approach to education and training as well as increase training opportunities for the workforce. DL methods will be used when they satisfy the learning objective to obtain the required knowledge, skill, or ability. For more information, refer to DLAI 7510 (Reference (ah)).

(1) DLA Training will centrally manage DL courses. DL courses will be fully developed with appropriate major stakeholders for content and designation of a lead course functional proponent. Courses will be coordinated for economies of scale for DLA-wide application to avoid duplication, share resources, and limit redundant costs.

(2) Employees who cannot use DL training will be accommodated when possible with appropriate alternatives. DL will comply with 29 USC, Section 794d (Reference (ai)).

(3) DL courses and courseware will be developed, procured, and/or maintained as guided by standard instructional systems design principles. DLA Training will authorize and test content to be integrated in the DLA LMS. Content not meeting minimum pedagogical standards

(as determined by DLA Training or DLA Training partner subject matter experts) or that is not compliant with Reference (ai) will not be permitted on the DLA LMS.

(4) The DL course functional proponent will identify the target audience, provide the governing instruction or regulation, obtain DLA LMS administrative access for course equivalency consideration, and market prior to deploying. For enterprise-wide deployments in the DLA LMS, the course functional proponent will provide justification and submit it through DLA Training to the Director, J1 for approval consideration.

o. Enterprise-Wide Mandatory Training (EWMT).

(1) EWMT is required of all employees as mandated by law, regulation, Executive Order, other memorandum, as directed by the Director, DLA, or the Director, J1. EWMT will be completed as dictated by governing statute, regulation, or local memorandum, including training frequency and content. Functional proponents within DLA will submit EWMT requests through DLA Training to the Director, J1 for review and approval consideration. For additional information, refer to Reference (c).

(2) DLA Training will provide a quarterly EWMT snapshot report to course functional proponents, supervisors, training managers, and leaders to mitigate risk of noncompliance. The report provides PLFAs/J codes/D codes, through their respective DLA Training Forward Presence personnel and J1 Customer Account Managers, a quarterly summary of the previous year's quarter-to-quarter data. The Agency EWMT completion goal is 95 percent or greater, with an acceptable performance level of 90 percent.

(a) Course functional proponents and/or PLFA/J code/D code representatives must obtain DLA LMS administrative access for real-time reporting requirements or data outside the scope of DLA Training EWMT reporting.

(b) DLA Activity Commanders/Directors, or designated representatives must ensure their workforce achieves the 95 percent EWMT compliance goal. Course functional proponents provide recommendations to Activity Commanders/Directors, or designated representatives, to improve compliance for those courses below 95 percent.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

CSA	Continued Service Agreement
DL	Distributed Learning
DLA	Defense Logistics Agency
DLAI	Defense Logistics Agency Instruction
DLA LMS	DLA Learning Management System
DOD	Department of Defense
EBS	Enterprise Business System
EWMT	Enterprise-wide Mandatory Training
GPC	Government Purchase Card
IAW	In Accordance With
IDP	Individual Development Plan
NAF	Nonappropriated Fund
OPM	U.S. Office of Personnel Management
PLFA	Primary Level Field Activity

PART II. DEFINITIONS

Agency-wide training. Training requested or required by multiple DLA activities; training that is mandatory for categories or classes of positions; and/or a law or regulation requires the training.

Approval authority. Refers to two approval mechanisms. First is the chain of authority within an organization for requesting and approving training events, including authorizing the budget for such training. Each organization's level of delegating authorizing official authority may differ. Second, the certification of training is delegated, in writing, to a training officer who certifies that the training meets regulatory requirements.

Authorizing official. Delegated official with the authority to formally grant approval for training requests and commit agency funds at an acceptable level of risk.

Certification. Recognition given to individuals who have met predetermined qualifications set by an agency of Government, industry, or a profession.

CSA. An agreement an employee signs to continue to work for DOD for a pre-established length of time in exchange for Government sponsored training or education. The service obligation begins when the training is completed.

Development. The process of preparing employees for current or future mission-related duties, responsibilities, and/or career progression.

Diploma mill. Nontraditional schools that are not accredited by accrediting institutions recognized by the U.S. Department of Education and that may award degrees or certificates with little or no coursework completed by the student.

DL. Distributed learning is a means of delivering learning to a student regardless of time and location. Distance learning is a method to create an inclusive learning environment for learners who may otherwise be limited by physical distance, work schedules, and available time to name a few. DL is the integration of pedagogy and technology to deliver learning via various instructional methods such as satellite-based interactive video teletraining, video teleconferencing, virtual classrooms, eLearning, computer-based training, or a blended media approach.

DLA LMS. The Defense Logistics Agency Learning Management System is the Agency's sole training platform, is the official training record for all assigned employees, and automates training needs assessments, IDPs, class schedules, and training history management.

Forward Presence. DLA Training provides Forward Presence personnel at Headquarters DLA and PLFAs to provide direct support to the training mission and workforce development of a given command or location. Although DLA Training Forward Presence personnel are located with their serviced population, their line of supervision is to DLA Training.

GPC. The Government purchase card is a method of payment used for all commercial training requests valued at or below \$25,000.

IDP. The individual development plan assists the employee and supervisor in assessing and planning the employee's development at least annually. It provides an opportunity to determine, discuss, and mutually understand the employee's career goals and interests and how they relate to the command's goals. It can be modified as necessary. IDPs will be added and maintained in the DLA LMS.

Internship Program. Refers to students hired under the Pathways Program established under Executive Order 13562, signed December 27, 2010. This internship program is for current students enrolled in a wide variety of educational institutions from high school to graduate level, with paid opportunities to work in agencies and explore Federal careers while still in school. The intern's job will be related to the intern's academic career goals or field of study. Interns are eligible for a noncompetitive conversion to a permanent Federal position upon completion of their academic course work.

Licensing. The process by which an agency of (Federal, State, or local) Government grants permission to an individual to engage in a given occupation upon finding that the applicant has attained the minimal competency required to engage in that occupation.

Training. Formal or informal learning experiences aimed at acquiring skills, knowledge, and abilities to improve or maintain current employee performance of official duties, tasks, and

responsibilities.

Training Coordinators. Employees assigned to assist and coordinate the training efforts for a particular group (activity, department, division, etc.).

Training Officer. Delegated official with the authority to certify that training meets regulatory requirements. Training officers serve in a critical role in the development of agency personnel and act as a liaison between the agency and agency personnel.

Training Liaison. Local site employees who assist and coordinate the training efforts related to EBS.

Vendor. Any Government or non-Government source that provides a training service.