



Defense Health Agency **ADMINISTRATIVE INSTRUCTION**

**NUMBER 015
June 19, 2018**

J-1, LDD

SUBJECT: Learning and Development Division (LDD) Processes and Procedures

References: See Enclosure 1.

1. **PURPOSE.** This Defense Health Agency-Administrative Instruction (DHA-AI), based on the authority of References (a) and (b), and in accordance with the guidance of References (c) through (q):

a. Establishes the Defense Health Agency's (DHA) procedures for the DHA LDD program directives, including agency training opportunities and registration processes, course payment authorizations, mandatory training requirements, and guidelines for withdrawal from or inability to attend training.

b. Cancels and reissues Reference (m).

2. **APPLICABILITY.** This DHA-AI:

a. Applies to all DHA personnel to include: assigned, attached, or detailed Service members, federal civilians, and other personnel assigned temporary or permanent duties at DHA, to include regional and field activities (remote locations) and the National Capital Region/J-11 activities (centers, clinics, and Medical Treatment Facilities).

b. Does not apply to civilian employees who are members of the Senior Executive Service (SES) or contractors.

3. **POLICY IMPLEMENTATION.** It is DHA's policy pursuant to References (d) through (q), that:

a. All employee requests to attend external training courses, university or college courses, programs of study, Competitive Programs opportunities, and long-term developmental programs

must be submitted in accordance with this DHA-AI. Requests must be reviewed and approved or disapproved through several levels of authorization: the requesting employee's supervisor/manager, the employee's Directorate Head/equivalent or Director/equivalent reviewing official, and a DHA LDD training officer. Additional authorization approval may apply within a Directorate.

b. Training that is deemed no-cost, on-site training, whether that site is the Defense Health Headquarters (DHHQ) or other locations, will require advance registration with notice to the registering employee's immediate supervisor for their concurrence.

c. Training may also be immediately approved as mandatory by the Director, DHA, if determined "essential" by an external entity, such as DoD, Office of Management and Budget, or Federal Regulation; or deemed as specific training in support of essential DHA functions. The Director, DHA, may delegate this authority to the respective Directorate Head or their delegate. When implementing essential training or career development, the procedures outlined in this DHA-AI must be followed.

4. RESPONSIBILITIES. See Enclosure 2.

5. PROCEDURES. See Enclosure 3.

6. RELEASABILITY. **Not cleared for public release.** This DHA-AI is available to users with Common Access Card authorization on the DHA SharePoint site at: <http://www.health.mil/dhapublications>.

7. EFFECTIVE DATE. This DHA-AI:

a. Is effective upon signature.

b. Will expire 10 years from the date of signature if it has not been reissued or cancelled before this date in accordance with DHA-Procedural Instruction 5025.01 (Reference (c)).


R. C. BONO
WADM, MC, USN
Director

Enclosures

1. References
2. Responsibilities
3. Procedures
4. Supervisor Commitment
5. Selecting Individuals for Learning and Development Opportunities
6. Cost Effectiveness and Priority of Training
7. Approval Process and Instructions for Training Requests
8. Mandatory Training Requirements
9. Delivery of Goods and Services in a Subsequent Fiscal Year
10. Individual Development Plan
11. Professional Certification, Licensing, and Education Incentives
12. College/University Tuition Assistance Program for Individual Courses
13. Fellowships, Scholarships, Training with Industry and Grants for DoD Personnel
14. Membership in Professional Organizations
15. Retraining and Outplacement Assistance
16. Training of Non-Government Employees
17. Training Needs Assessments
18. Senior Champions' Board Charter and Competitive Programs
19. Defense Health Agency Competitive Programs and Procedures
20. Defense Health Agency Competitive Training Program Descriptions
21. Information Assurance Workforce Management

Glossary

TABLE OF CONTENTS

ENCLOSURE 1: REFERENCES.....7

ENCLOSURE 2: RESPONSIBILITIES.....8

 DIRECTOR, DEFENSE HEALTH AGENCY8

 DIRECTORS, JOINT STRUCTURE DIRECTORATES, DEFENSE HEALTH AGENCY.....8

 CHIEF, LEARNING AND DEVELOPMENT DIVISION.....8

 SUPERVISORS/MANAGERS9

 TRAINING COORDINATORS.....10

 DEFENSE HEALTH AGENCY CIVILIAN EMPLOYEES AND MILITARY PERSONNEL10

ENCLOSURE 3: PROCEDURES.....12

 TRAINING METHODS.....12

 Defense Health Agency-Funded Courses12

 Directorate-Funded Courses12

 Video Teleconference13

 Distance Learning13

 Defense Health Agency eLearning Platform14

 ELIGIBILITY FOR TRAINING.....14

 Civilian Employees.....14

 Military Personnel.....14

 Pathways Program15

 TRAINING REGISTRATION/AUTHORIZATION/WITHDRAWAL/PAYMENT.....15

 Registration15

 Authorization15

 Verification and Documentation.....16

 Withdrawal from Defense Health Agency-Funded Training.....16

 Attendance Requirements and Satisfactory Completion of Authorized Training17

 Government Purchase Card Payment Procedure18

ENCLOSURE 4: SUPERVISOR COMMITMENT.....19

ENCLOSURE 5: SELECTING INDIVIDUALS FOR LEARNING AND DEVELOPMENT OPPORTUNITIES.....20

ENCLOSURE 6: COST EFFECTIVENESS AND PRIORITY OF TRAINING21

ENCLOSURE 7: APPROVAL PROCESS AND INSTRUCTIONS FOR TRAINING REQUESTS22

ENCLOSURE 8: MANDATORY TRAINING REQUIREMENTS.....25

MANDATORY TRAINING25
MANDATORY MILITARY TRAINING.....25
CONTRACTOR TRAINING25

ENCLOSURE 9: DELIVERY OF GOODS AND SERVICES IN A SUBSEQUENT FISCAL YEAR26

ENCLOSURE 10: INDIVIDUAL DEVELOPMENT PLAN27

ENCLOSURE 11: PROFESSIONAL CERTIFICATION, LICENSING, AND EDUCATION INCENTIVES28

ENCLOSURE 12: COLLEGE/UNIVERSITY TUITION ASSISTANCE PROGRAM FOR INDIVIDUAL COURSES.....29

ENCLOSURE 13: FELLOWSHIPS, SCHOLARSHIPS, TRAINING WITH INDUSTRY, AND GRANTS FOR DoD PERSONNEL.....31

ENCLOSURE 14: MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS.....32

ENCLOSURE 15: RETRAINING AND OUTPLACEMENT ASSISTANCE33

ENCLOSURE 16: TRAINING OF NON-GOVERNMENT EMPLOYEES34

ENCLOSURE 17: TRAINING NEEDS ASSESSMENTS.....35

ENCLOSURE 18: SENIOR CHAMPIONS’ BOARD CHARTER AND COMPETITIVE PROGRAMS.....36

 PURPOSE.....36
 SCOPE OF ACTIVITY36
 MEMBERSHIP.....37
 CRITERIA FOR NEW BOARD MEMBERS.....37
 MEETINGS37
 RESPONSIBILITIES37

ENCLOSURE 19: DEFENSE HEALTH AGENCY COMPETITIVE PROGRAMS AND PROCEDURES.....39

 INSTRUCTION.....39
 PROCEDURES.....39

ENCLOSURE 20: DEFENSE HEALTH AGENCY COMPETITIVE TRAINING PROGRAM DESCRIPTIONS41

 COMPETITIVE PROGRAM SELECTION CRITERIA.....41

DEFENSE HEALTH AGENCY COMPETITIVE DEVELOPMENT PROGRAM.....41
DEFENSE HEALTH AGENCY COMPETITIVE EDUCATION PROGRAM.....42
ENCLOSURE 21: INFORMATION ASSURANCE WORKFORCE MANAGEMENT44
GLOSSARY45
PART I: ABBREVIATIONS AND ACRONYMS45
PART II: DEFINITIONS.....46

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5136.01, "Assistant Secretary of Defense for Health Affairs (ASD (HA))," September 30, 2013, as amended
- (b) DoD Directive 5136.13, "Defense Health Agency (DHA)," September 30, 2013
- (c) DHA-Procedural Instruction 5025.01, "Publication System," August 21, 2015
- (d) United States Code, Title 31, Section 1535
- (e) United States Code, Title 5, Section 4108
- (f) DHA-Administrative Instruction 043, "Continued Service Agreement (CSA) Procedures," January 28, 2015, as amended
- (g) United States Code, Title 5
- (h) Public Law 91-219, "Veteran's Education and Training Act," March 26, 1970
- (i) DoD Instruction 1322.06, "Fellowships, Scholarships, Training with Industry (TWI), and Grants for DoD Personnel," November 15, 2007
- (j) DoD Instruction 1400.25, Volume 410, "DoD Civilian Personnel Management (CPM): Training, Education, and Professional Development," September 25, 2013
- (k) DoD Instruction 1400.25, Volume 1703, "DoD Civilian Personnel Management (CPM): Retraining and Outplacement Assistance," September 25, 2013
- (l) DoD Directive 8570.01-M "Information Assurance (IA) Workforce Improvement Program," November 10, 2015, as amended
- (m) DHA-Administrative Instruction 015, "Learning and Development Division Processes," July 17, 2015 (hereby canceled)
- (n) H.R. 2458 and S. 803, "The E-Government Act of 2002," September 18, 2002
- (o) AFI 90-301, "Air Force Instructions (AFI)," August 27, 2015
- (p) AR 350-1, "Army Training and Leadership Development," August 19, 2014
- (q) AR 600-20, "Army Command Policy," November 6, 2014

ENCLOSURE 2

RESPONSIBILITIES

1. DIRECTOR, DHA. The Director, DHA, will:
 - a. Appoint members to the Senior Champions' Board (SCB) (see Enclosure 19).
 - b. Review and approve selection of candidates for the annual Competitive Programs.

2. DIRECTORS, JOINT STRUCTURE DIRECTORATES, DHA. Directors, Joint Structure Directorates, DHA, will:
 - a. Select appropriate training sources and methods for subjects or curricula common to more than one occupation.
 - b. Approve competencies necessary for training purposes or required to be highly qualified for promotion across career program functional lines.
 - c. Review concept plans and development strategies for specific career program elements, which are developed by the DHA LDD staff in concert with functional work groups, such as appropriate methods for providing career counseling and methods for centralized management of training and curriculum development, training technology, training delivery, and funding.
 - d. Identify career paths that provide a competency-based road map for employees to aid in their career planning and development.
 - e. Determine if Individual Development Plans (IDPs) will be mandatory within their Directorate and required when attending training.
 - f. Certify the employee needs to obtain instructor-led, external vendor courses in the event computer-based or DHA-funded internal courses are deemed insufficient for the level of training an individual employee requires. Likewise, provide non-concurrence when computer-based courses or DHA-funded internal courses with the same subject and content are available.

3. CHIEF, DHA LDD. The Chief, DHA LDD, will:
 - a. Formulate an overall Career Management Program.
 - b. Budget for and manage financial resources to support centralized training.
 - c. Administer (centrally) logistics for any student intern program(s).

- d. Propose schedule and agenda items for SCB meetings.
- e. Compile and analyze data on training needs, staffing forecasts, and occupational competencies based on input from Human Resources Division (HRD) and senior leaders.
- f. Coordinate, as needed, with SCB to resolve issues of mutual concern.
- g. Maintain liaison with counterpart organizations and officials in other DoD Components.
- h. Develop and maintain career patterns based on occupational analysis, qualification requirements, and DoD policies.
- i. Provide administrative support to the SCB to include preparing minutes of meetings.
- j. Ensure the availability of staff and financial resources to implement effective professional development programs.
- k. Develop and implement activity-wide professional development programs, standards, procedures, guidelines, information systems, and records.
- l. Provide guidance, information, publicity, and staff assistance regarding professional development to organizations, managers, supervisors, and employees.
- m. Conduct a systematic annual assessment of professional development needs, analyze collective data, and prepare a DHA-wide annual training plan.
- n. Interpret and apply guidelines from higher authorities in professional development matters not specifically covered by this DHA-AI.
- o. Assist the DHA LDD Training Specialists in support of and delivery of all professional development activities.

4. SUPERVISORS/MANAGERS. The Supervisors/Managers will:

- a. Provide assigned employees with information and counsel concerning career progression, promotion opportunities, and training and development opportunities.
- b. Provide the opportunity, tools, and direction for ensuring effective job performance of their employees.
- c. Encourage employees to develop an IDP for career and training development, utilizing the Total Workforce Management Services (TWMS) automated IDP. The TWMS automated IDP is accessed via: <https://twms.navy.mil/login.asp>.

d. Certify that each requested professional development event will satisfy an identified need, is mission-related, and eligibility requirements for the training are met.

e. Provide concurrence or approval on an employee's requested training in advance of the training dates. If training is not approved, provide counsel to the employee. Ensure employees who attend training comply with training process guidelines and mandatory training requirements in this DHA-AI.

f. Determine reasons for unsatisfactory completion of training by any employee, notify the DHA LDD, and take appropriate action.

5. TRAINING COORDINATORS. The Training Coordinators will:

a. Communicate professional development opportunities and guidance to organization leaders and employees by forwarding announcements via e-mail, in staff meetings, or by sharing with individuals.

b. Provide a critical information link between their Directorate and the DHA LDD by communicating professional development needs and documenting training accomplishments.

c. Review all training requests originated in their organization and verify the inclusion of all required information on the Standard Form (SF) Authorization, Agreement and Certification of Training Form (SF 182), prior to submission to: dha.ncr.admin-mgt.mbx.sf182-mailbox@mail.mil.

d. Attend and participate in DHA LDD-sponsored training coordinator conferences and workshops.

e. Ensure specific professional development requests for DHA-funded courses are submitted at least 90 days prior to course commencement.

f. Identify subsequent fiscal year professional development requirements by the close of the third quarter of the current fiscal year.

6. DHA CIVILIAN EMPLOYEES AND MILITARY PERSONNEL. DHA civilian employees and military personnel, will:

a. Consider completing an IDP and updating it on an annual basis. Participate fully in training and professional development included on the IDP.

b. Seek information from their supervisor and/or the DHA LDD staff concerning opportunities for advancement or career development.

- c. Remain proficient in career and professional competencies through self-development efforts and government-sponsored continuing professional training, education, or development.
- d. Strive to improve competencies required in their career field through related self-development activities.
- e. Adhere to the provisions of this DHA-AI when requesting and participating in professional development activities.
- f. Attend and participate fully in all approved professional development activities.
- g. Submit a course completion certificate and/or complete an online end-of-course evaluation within 5 days of completing the training event.
- h. Provide any requested documentation for auditing purposes in a timely manner.
- i. Include all required documentation when submitting an SF 182 for training (e.g., Continued Service Agreement (CSA) and training justification).

ENCLOSURE 3

PROCEDURES

1. TRAINING METHODS

a. DHA-Funded Courses

(1) The DHA LDD monitors and receives all approved requests for technical, leadership, and mission support courses throughout the fiscal year. The DHA LDD will take note of the accounting code provided on the SF 182 and will closely monitor all training courses that are to be paid from the DHA Central Training Fund at no cost to the requesting employee's directorate. Upon verification of approval by the employee's supervisor and Financial Operations Division (FOD), the DHA LDD will pay for the requested course or program with the Government Purchase Card (GPC), and provide a Training Approval Letter (TAL) to the employee and their supervisor.

(2) The DHA LDD also provides no-cost, instructor-led training programs on-site at DHA locations to satisfy professional leadership development and soft skills training needs. When possible, virtual training is also delivered for field office locations or employees who are teleworking. Employees must register for the no-cost, instructor-led training by accessing the Adobe Connect registration link provided on the training announcements or on the SharePoint site in the DHA LDD Course Catalog. Notice is provided to the registering employee's supervisor who is expected to provide approval or non-concurrence.

(3) If DHA field locations identify a significant or justifiable need, the DHA LDD will make every effort to arrange on-site instructor-led training at no cost to the field locations. A justifiable need is one in which it is determined more cost-effective to absorb the expense of logistically hiring a trainer to conduct a course for multiple attendees at one location outside the National Capital Region than to incur the Temporary Duty (TDY) and tuition costs for many individual attendees to attend the same course at the same time or at different times at the DHHQ or within the National Capital Region, or another locale.

(4) If travel is necessary to obtain the training, the employee's Directorate is responsible for the associated TDY costs.

(5) The Government Employees Training Act amendments, as outlined in Reference (n), eliminate the distinction between non-government and government training, allowing managers to take full advantage of competitively priced training resources.

b. Directorate-Funded Courses

(1) If the training is determined mission essential, as determined by the Supervisor and a DHA-funded course is not offered within the timeframe to successfully meet the requirement, the

employee may submit a mission essential justification letter and completed SF 182 to obtain approval.

(2) The employee will complete the SF 182 noting the Directorate's appropriate accounting code in the Appropriation Fund field in Section C. FOD provides the correct account code.

(3) The employee's supervisor and Directorate Head/Special Staff Element Leader, or delegated resource manager, must sign the SF 182 and forward it to: dha.ncr.admin-mgt.mbx.sf182-mailbox@mail.mil for review before the DHA LDD GPC Holder can pay for the training and register the employee with the vendor (see FOD process, Enclosure 7).

(4) An approved SF 182 authorizes the payment of the course, but it does not automatically register the employee for the training or cover any TDY expenses unless specifically noted as included in the tuition cost.

(5) An individual or group SF 182 may not be used to procure training in excess of \$25,000. For additional information regarding directorate-funded training and SF 182 forms, contact the DHA LDD GPC Holder at: dha.ncr.admin-mgt.mbx.sf182-mailbox@mail.mil.

c. Video Teleconference (VTC)

(1) Employees attending a professional development event using VTC will still be required to follow the training procedures described in this DHA-AI.

(2) Employees must coordinate with their Training Coordinator on-site or the Information Technology (IT) Helpdesk to confirm participation and arrange logistics (e.g., room reservation with VTC capability, VTC dial-in number, audio capability, etc.) before the event commences.

(3) Employees are responsible for notifying their Training Coordinator, the DHA LDD Training Specialist, or the other event manager of any changes in attendance status (e.g., add-ons or deletions) for their meeting/VTC.

(4) As an alternative to VTC, training is offered in Adobe Connect and/or teleconference. Employees are notified of the method available, and a uniform resource locator log-in and/or dial-in information will be provided at the time of registration.

d. Distance Learning

(1) Many learning opportunities are available through distance learning media, such as VTC, webinars, video and audiotapes, and correspondence courses. On-site, in-person courses, and Adobe Connect are offered monthly by the DHA LDD at no cost. These courses are advertised in the training announcements and the DHA LDD Course Catalog found at: <https://info.health.mil/cos/admin/ld/SitePages/Home.aspx>.

(2) To reduce duplicate purchases, the DHA LDD has made an investment in a variety of media-based training resources. These resources are available for check-out by all DHA employees from the DHA LDD Resource Library at DHHQ. Employees in field locations may contact the Customer Satisfaction Center (CSC) at: dha.ncr.admin-mgt.mbx.ddd-customer-satisfaction@mail.mil to request the resource list and check-out procedures.

e. DHA eLearning Platform

(1) Online training for DHA employees is available through the DHA eLearning platform in support of the Office of Personnel Management's e-Government initiatives as mandated by Reference (n). The DHA LDD is making every effort to provide each DHA employee with an eLearning account; however, limited funding may delay the immediate availability of new accounts. Please contact the DHA LDD CSC at: dha.ncr.admin-mgt.mbx.ddd-customer-satisfaction@mail.mil for more information.

(2) The DHA eLearning platform is an online training tool offering a myriad of options designed to increase employee knowledge and improve productivity, performance, and overall excellence. DHA employees can access the DHA eLearning site at no-cost by going to: <https://dhaelearning.skillport.com> action and signing in with their DHA e-mail address and a default password.

(3) The DHA eLearning site is not available to contractors.

2. ELIGIBILITY FOR TRAINING

a. Civilian Employees. In general, training is unrestricted and available to permanent, full-time DHA civilian employees. Employees may attend government training regardless of their length of Federal service, except in the Competitive Programs, which requires a minimum of 1 year of Federal service to participate. Professional development restrictions apply to the following employees: contractors, military personnel, and participants in the Student Educational Employment Program who are generally not eligible to attend directorate-funded training.

b. Military Personnel. This DHA-AI covers military personnel for internal purposes when the training program is directly relevant to their duties in their current DHA assignment.

(1) Career development training of military personnel is not covered per Section 4102 of Reference (g). The military Departments have specific legislation that covers the career development of officers and enlisted personnel. However, military personnel are authorized to receive training under this DHA-AI when the training is required to improve competencies specifically needed for job performance in the serviced organization(s). Military personnel are not normally eligible for long-term development programs or tuition assistance. However, they can apply through their Military Service. The DHA LDD sponsorship for academic tuition in the Tuition Assistance Program (TAP) negates any payment under Reference (h). It is a punishable offense to accept duplicate Federal payment for the same training.

(2) The Military Departments will fund the development of military personnel that is considered university/college, career, or professional development, such as leadership or required for one's career occupational field.

(3) Training requests for military personnel must include their anticipated rotation date on the SF 182. Normally, military personnel will not be approved for training within 6 months of completion of tour of duty.

(4) DHA will pay for training for assigned military personnel only when the training is required for their current duties with DHA. However, certification exams (e.g., IT, Project Management Professional, etc.) cannot be funded by DHA, and must be paid by the Service member or the Military Department.

(5) Military Departments provide career development support for their Service members through TAP and veterans' benefits (see Reference (d)).

(6) Military personnel, if eligible, may receive additional educational and training benefits from the U.S. Department of Veterans Affairs.

c. Pathways Program. For information regarding the allowances and limitations of student employees participating in the Pathways Program, please contact HRD.

3. TRAINING REGISTRATION/AUTHORIZATION/WITHDRAWAL/PAYMENT

a. Registration. Employees may register for both centrally-funded and directorate-funded training by registering through Adobe Connect or completing SF 182. The form is then routed to their supervisor for approval. Once the training request is approved, SF 182 must be forwarded to: dha.ncr.admin-mgt.mbx.sf182-mailbox@mail.mil for review. Once reviewed by the DHA LDD, FOD will assign a procurement requisition or purchase requisition number. The training request is then forwarded back to the DHA LDD. The DHA LDD GPC Holder will sign off on the SF 182 after FOD approves it and will pay for the employee's training, effectively registering the employee for the class. The employee will then receive a TAL and post-course evaluation form. For more information regarding these forms and routing procedures, reference Enclosure 7.

(1) Professional development that requires TDY travel includes the cost of transportation and per diem. TDY travel orders must be approved through the Defense Travel System (DTS) prior to submitting a training request.

(2) Employees should note that some courses may be designated for specific audiences (e.g., Defense Acquisition University (DAU) or SES). The specified target audience will receive priority seating, while other registrants will be automatically wait-listed. The remaining seats may be filled from the waitlist immediately prior to course start date.

b. Authorization

(1) Employees' supervisors must approve all DHA internal courses and SF 182 training requests. Employees may attend training only after receiving confirmation (e.g. TAL) from the DHA LDD.

(2) In accordance with Reference (e), employees may not attend training without an approved SF 182 confirmed by the DHA LDD GPC Holder. The employee's supervisor must provide the DHA LDD with a written justification for any violation or exception to this rule.

c. Verification and Documentation

(1) Non-centrally funded training requests must be processed with sufficient lead-time no less than 30 days prior to the registration deadline for the training. The deadline for centrally-funded course registration is also 30 days prior to the course start date. Training requests are reviewed for completion by the DHA LDD administrative specialists to ensure compliance with government employee training regulations and to provide follow-up with the supervisor to ensure the educational value, timeliness, and cost-effectiveness of the training.

(2) In cases where there is no certificate of completion available, training completion is verified when the employee completes the course evaluation survey. Course surveys must be submitted within 5 days of course completion. Employees are responsible for updating their training history (see Enclosure 7).

d. Withdrawal from DHA-Funded Training

(1) All employees approved for training must attend the entire training program for which the government has obligated funds. Any exceptions will be submitted in a justification memorandum to the Chief, DHA LDD. Employees who do not attend or complete the approved training will be required to reimburse the government for the cost of the training less any refund or credit obtained, subject to the guidelines in DHA-AI 043, CSA Procedures. The guidelines are available on the DHA LDD SharePoint at:
<https://info.health.mil/cos/admin/ld/SitePages/Home.aspx>.

(2) If an employee is unable to complete the requested training, the employee must notify the DHA LDD in sufficient time to either reschedule or cancel the training. An employee may withdraw from DHA-funded training by submitting a written request to the DHA LDD no less than 10 business days prior to course commencement. In some instances, a substitute individual may be appropriate, or an acceptable replacement may be named from a waitlist. If the withdrawal request is less than the 10-day minimum notification period, the employee's supervisor must provide a written justification to the Chief, DHA LDD. If an employee fails to give this 10-day advance notice, they will be required to pay the full amount of expenses incurred by DHA in the training.

(3) The withdrawal procedures for the Competitive Education Program (CEP) for college and university degrees is subject to the same notice as DHA-Funded Training; however, the DHA CSA reimbursement requirement will go into immediate effect, per Reference (f).

(4) Employees withdrawing from one of the DHA Competitive Program courses after training has commenced must provide written justification to the DHA LDD with the reason for the withdrawal through their organization's most senior leader.

e. Attendance Requirements and Satisfactory Completion of Authorized Training

(1) DHA employees who participate in any DHA-funded training course must attend at least 85 percent of the course, or they will not receive credit or a certificate of completion for the training. If the training course provider/vendor requires 100 percent attendance, their requirements will take precedence.

(2) All trainers and facilitators who conduct training sponsored by the DHA LDD must explain the attendance requirements to participants at the beginning of each course, and must keep accurate attendance records. Trainers and facilitators must report any frequent, extended, or unexplained absences to the responsible DHA LDD Training Specialist for a final decision on whether an employee has exceeded the allowable time period for absences.

(3) Illness or other excused absences will be reviewed by the DHA LDD on a case-by-case basis. The reason for the duration of the absence will determine whether the employee must repeat the entire course.

(4) In addition, employees and/or their organizations may be responsible for reimbursing DHA for training expenses for any authorized training if:

- (a) The employee does not cancel the training in time and payment is due;
- (b) The vendor requests partial payment as a result of cancellation;
- (c) The employee withdraws from a course and fails to notify DHA at least 10 days prior to course commencement;
- (d) The employee fails to satisfactorily complete the training; or
- (e) The employee terminates their employment with DHA, as specified in Reference (i).

(5) Failure to complete training satisfactorily can be defined as: an employee failing to attend at least 85 percent of a DHA-funded course; terminating a course early; not receiving a passing grade for the training; or withdrawing from a course without providing sufficient notification to the DHA LDD.

(6) Employees failing to receive satisfactory grades for undergraduate or graduate courses may be held personally liable for the full cost of the course. A grade of "B" is considered passing for a graduate course, and "C" is passing for an undergraduate course. Grade reports received for all undergraduate and graduate courses completed through a competitive program must be forwarded to the DHA LDD for verification.

(7) The Chief, DHA LDD, will review reasons for early termination, course failure, late withdrawal, or unapproved absence and recommend action to the supervisor and Directorate Head. The Chief, DHA LDD, will determine the extent of the employee's liability and reserves the right to forward the costs incurred to the employee's supervisor and FOD, per Reference (g) and Enclosure 11. Supervisors are responsible for taking appropriate disciplinary action.

(8) Absences due to illness, family emergency, or authorized recall do not warrant disciplinary action.

(9) Repeatedly failing to cancel, show up for the scheduled class, or complete training requirements will result in limiting approval of future training opportunities. The Chief, DHA LDD, will make the final determination.

f. GPC Payment Procedure

(1) DHA requires directorate-funded training to be paid using a GPC. The payment procedures require that training requests will be paid by the DHA LDD, upon receipt of an approved SF 182 from FOD. A completely signed and approved SF 182 is required for all training, with the exception of DAU and some on-site training.

(2) Participants must ensure that the SF 182 is submitted a minimum of 30 days prior to the training start date and sent to: dha.ncr.admin-mgt.mbx.sf182-mailbox@mail.mil. After DHA LDD reviews the SF 182 and FOD approves the funding, DHA LDD will contact the training vendor, make payment using the GPC, and provide details in the form of the TAL to the employee or supervisor initiating the request.

(3) Instructions on how to complete a SF 182 training request can be found in Enclosure 7.

ENCLOSURE 4

SUPERVISOR COMMITMENT

1. Education and training, both initial and periodic, should be implemented and supported by management as an important component of the organization's culture. Accomplishing a task effectively and efficiently is key to ensuring accomplishment of DHA's mission and objectives. To ensure this, each directorate will provide a new employee orientation program and on-going career development plan. Accountability, commitment, and training are key attributes for a successful program, and are the responsibility of the employee's supervisor, DHA leadership, and the DHA LDD. The learning and development program, administered by DHA LDD, focuses on identifying and offering training opportunities, which will improve competencies required to perform the job, and ultimately provide for advancement and greater job responsibility.

2. Supervisors are expected to focus on providing opportunities that will enhance the continued development of employees and support their professional growth. To help fulfill that expectation, supervisors and leadership, in each directorate, are responsible for forecasting their training budget requirements based on employee needs and requirements, in cooperation with Office of the Comptroller, in advance of each fiscal year. If additional funds are required during the fiscal year, supervisors should coordinate this request directly with FOD and their leadership.

ENCLOSURE 5

SELECTING INDIVIDUALS FOR LEARNING AND DEVELOPMENT OPPORTUNITIES

1. Directorate Heads/Special Staff Element Leaders must consider all DHA employees for learning and development opportunities without regard to race, color, religion, creed, gender, national origin, age, disability, veteran status, marital status, sexual orientation, or any other legally protected status.

2. Employees, in coordination with their supervisors, are highly encouraged to prepare an IDP before requesting training. Plans should identify short-term and long-term career objectives, such as membership or certifications, to include program milestones and how they will accomplish the education, training, and developmental activities needed to achieve their career goals and objectives.

3. Employees, when eligible, are encouraged to participate in the annual Competitive Programs as detailed in Enclosure 19.

ENCLOSURE 6

COST EFFECTIVENESS AND PRIORITY OF TRAINING

1. Government facilities must be utilized when the opportunity for on-site training is reasonably available for DHA employees. Non-government facilities for training will be considered only when adequate government facilities are not available or when government facilities cost more than non-government facilities.

2. The following priority system will be used when allocating and approving training resources:
 - a. Priority I training and development opportunities are considered mission critical or mission essential and must be accomplished during the immediate fiscal year. Deferment of this type of training would adversely affect the immediate mission of DHA.

 - b. Priority II training is considered required for systematic advancement or replacement of skilled employees through career management or other work force development programs. Deferment may adversely affect the mission in the foreseeable future.

 - c. Priority III training and development opportunities are designed to increase the efficiency and productivity of employees who are already considered to be competent. Deferment of this type of training would have little immediate adverse mission effect, but may impact or delay mission accomplishment in the long-term.

ENCLOSURE 7

APPROVAL PROCESS AND INSTRUCTIONS FOR TRAINING REQUESTS

1. The SF 182 is an authorized agreement and certification for training used to document an employee's request for training. The SF 182 is required for all training which is not offered through DHA eLearning nor offered as no-cost, on-site opportunities and DAU training. The SF 182 is a DoD multi-use form used to obligate funds for an individual event or planned series of a training event, activity, service, or course material that is publicly available, off-the-shelf, and does not exceed \$25,000, per fiscal year, and requires no more than minor modification(s) to meet agency requirements. Unless otherwise specified, the employee's directorate bears the costs of the training and any TDY expenses named on the SF 182.

2. The SF 182 fillable form is available online at: <http://www.dtic.mil/whs/directives/forms/sf-forms.htm>. Participants must ensure that SF182 is submitted a minimum of 30 days prior to the training start date to the SF 182 DHA LDD Mailbox at: dha.ncr.admin-mgt.mbx.sf182-mailbox@mail.mil.

3. Instructions on how to complete SF 182 training request:

a. Sections A through C of the SF 182 must be typed. The employee must fill out Sections A through C, ensuring that all information is complete and supporting documents are attached (e.g., course descriptions, contact person, and phone number/fax number, Website details, etc.). **Do not include** a social security number or birthdate. Ensuring protection of each employee's protected health information and personally identifiable information is always a priority. If the participant is a student of a university or college, please provide a student identification number. If the employee has a member number of the organization/association, please provide it. Employees are responsible for including the Appropriation Fund (i.e., your office directorate Line of Accounting) in *Section C - Costs and Billing Information* in Appropriation Fund blocks 4 and 5. If you do not know this information, it can be obtained by contacting the FOD at: dha.ncr.comptroller.mbx.fod-training-sf182@mail.mil.

b. The employee's immediate supervisor must complete Section D - 1a through 1e, including all contact information (e.g., telephone number, e-mail address, and date signed). **Note:** Nothing should be left blank. Upon completion, forward the form to the employee's organization's Directorate Head for review and approval of funds.

c. Section D - 3a through 3e

(1) Type the name of the DHA LDD GPC Holder

(2) Forward the information to: dha.ncr.admin-mgt.mbx.sf182-mailbox@mail.mil

d. Section E - 1a through 1e

(1) Type in name of the Chief of Operations, FOD

(2) Forward the information to: dha.ncr.comptroller.mbx.fod-training-sf182@mail.mil.

FOD will approve and sign off after reviewing and confirming funds are available. FOD will forward the approved SF 182 back to the DHA LDD for processing and payment with a GPC.

4. Group Training Instructions

a. Group training requests may be used when the course, date, and vendor information on the request is the same. The home address is not required.

b. Write "Group Training" in Section A, block 1, and on the top of SF 182.

c. All group SF 182s must have an attached list of the attending employees' names and e-mail addresses.

d. The e-mail address provided on SF 182 for group training must be a Federal employee attending the training.

5. After approval is obtained and the registration is complete, the DHA LDD CSC administrator will e-mail a TAL to the registered employee(s). A copy of the TAL can also be sent to the Training Coordinator and supervisor, if requested.

6. Participants are required to submit a Certificate of Completion to the DHA LDD CSC via e-mail or fax within 5 days of completion. Participants that do not receive a certificate of completion must complete the "End of Training" evaluation form. The survey can be found at: <https://www.surveymonkey.com/r/EndCourseEvaluation>.

7. Training requests must be submitted to the DHA LDD no less than 30 days in advance of the training date. Late submissions may be denied. If a SF 182 is received less than 30 days prior to the training start date, a written justification letter signed by the immediate supervisor must be attached. Exemptions will be handled on a case-by-case basis, and will require the Request to Expedite Form to be completed.

8. The DHA LDD will return SF 182s that are submitted with incomplete information. Employees and/or Training Coordinators will receive a "No Action E-mail" from the DHA LDD, if the corrected and/or missing information is not received within 72 hours.

9. Per this DHA-AI, all training must be approved prior to the training start date. Employees must be in receipt of a TAL prior to the start of their requested training. Otherwise, the costs incurred will become the responsibility of the employee. With the exception of unusual circumstances, the DHA LDD will not process SF 182s after the training has commenced or has been completed. This includes payment or reimbursement of the completed training. Only with strong written justification by a Directorate head will the DHA LDD consider this situation.

10. Participants are required to update their Training History after completion of their course. MyBiz can be accessed at: <https://compop.dcpds.cpms.osd.mil/>.

11. All employees approved for training must attend the entire training program for which the government has obligated funds. Any exceptions will be submitted in a memorandum to the Chief, DHA LDD. Employees who do not attend or complete the approved training may be required to reimburse the Government for the cost of the training less any refund or credit obtained.

12. If travel is required to attend training, the employee will be responsible for submitting travel approval using the DTS. DTS assistance can be obtained from DHA FOD.

13. A Mission Essential Justification Letter should be included with each SF 182. The justification should include the below statement and detailed specifics on how the training is deemed mission critical. If the justification letter is not included, the SF 182 request will be denied and returned.

MISSION ESSENTIAL: *Objective cannot be satisfactorily accomplished less expensively by correspondence, teleconferencing, web-based communications and other appropriate means.*

14. The Mission Essential Justification Letter Sample can be found on the DHA LDD Sharepoint or by requesting a copy from the DHA LDD CSC. Please e-mail the DHA LDD CSC at: dha.ncr.admin-mgt.mbx.ddd-customer-satisfaction@mail.mil to address your questions and concerns.

ENCLOSURE 8

MANDATORY TRAINING REQUIREMENTS

1. MANDATORY TRAINING. DHA's mandatory training requirements are in accordance with Reference (j). The DoD Components ensure employees complete all training mandated by law, regulation, Executive order, or other memorandums. This list may be supplemented by training mandated by the DoD Component heads or functional leaders of DoD- wide career development programs. Training will be completed as dictated by governing statute or regulation, including frequency of training and any required content. A complete list of the mandatory training requirements is available on the DHA LDD SharePoint site: <https://info.health.mil/cos/admin/ld/SitePages/Home.aspx>.

2. MANDATORY MILITARY TRAINING. Military members are required to complete the above DHA mandatory courses in addition to their service-specific required courses. Duplicate courses, will only be completed once.

a. Air Force - will complete online training at: https://golearn.adls.af.mil/kc/rso/login/ADLS_login.asp in accordance with Reference (o).

b. Army - will complete online training at: <https://login.us.army.mil/suite/login/> in accordance with Reference (p) and Reference (q).

c. Navy Training - will complete online training at: <https://www.nko.navy.mil/> in accordance with Reference (al).

3. CIVILIAN AND CONTRACTOR MANDATORY TRAINING. Civilians and contractors will complete training via the DHA Learning Management System (LMS) hosted by Joint Knowledge Online: <https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>.

4. CONTRACTOR TRAINING. Contractors are required to complete the DHA courses mandated for contractors in addition to the training specified in their contract.

ENCLOSURE 9

DELIVERY OF GOODS AND SERVICES IN A SUBSEQUENT FISCAL YEAR

1. Training and development expenses are charged to the fiscal year appropriation in which the obligation is incurred, regardless of the fact that the training dates may extend into the following fiscal year.

2. As a general rule, DHA-funded courses may not be paid using previous year funds. The DHA LDD reserves the option to appropriate current fiscal year funds for the cost of a training course, which is scheduled to begin in the next fiscal year, when the course meets a bona fide need, and scheduling the date of the course is not flexible and payment is absolutely required prior to the start date of the course.

ENCLOSURE 10

INDIVIDUAL DEVELOPMENT PLAN

1. An IDP is a document that specifies an individual's learning and development goals. The IDP is developed jointly by the employee and supervisor. It is a planning document that compiles training, education, and development activities (formal and informal) that address competencies needed to meet career goals. Supervisors are encouraged to have their employees create and maintain an IDP utilizing the TWMS, automated IDP. The TWMS IDP can be accessed via: <https://twms.navy.mil/login.asp>. The IDP is intended to:

- a. Identify and assess current and future development needs and related competency areas.
- b. Provide structured learning experiences linked to organizational needs and job requirements.
- c. Establish an agreed-upon list of learning objectives and development activities as part of an individual's career development plan.

2. The IDP is used to set the employee's short range (1–2 years) and long range (3–5 years) goals.

3. Supervisors will ensure that the IDP aligns employee career considerations with the needs of DHA and the performance appraisal process. The overall goal of this alignment is to improve the effectiveness of the organization by improving individual performance.

4. IDPs are not mandatory organization-wide, but are strongly encouraged. IDPs are mandatory for certain specific programs, such as Competitive Programs; acquisition careers; academic degree training; Federal intern programs; and various leadership development programs.

5. Evidence of an IDP is not an automatic approval for training. Training requests (SF 182) must still be reviewed and approved in accordance with Enclosure 7.

ENCLOSURE 11

PROFESSIONAL CERTIFICATION, LICENSING, AND EDUCATION INCENTIVES

1. Reference (g) allows agencies to use appropriated funds to pay expenses for civilian employees to obtain professional certifications and licenses.
 - a. Licensing is 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 degree of competency required to engage in that occupation.
 - b. Certification is recognition given to individuals who have met predetermined qualifications set by an agency of government, industry, or a profession.
 - c. Individuals may not request the agency pay for licenses or certifications from organizations that discriminate on the basis of race, color, religion, age, sex, national origin, parental status, or disability.

2. DHA leadership encourages civilian employees to seek continuous professional development and academic achievement, while enhancing individual career development and job performance. DHA encourages employees to pursue opportunities to demonstrate mastery knowledge and skills in various professional fields through a series of industry standards. DHA Directorates or the DHA LDD will reimburse expenses related to obtaining or maintaining professional licenses or certifications for civilian employees that meet eligibility requirements. Reimbursement of costs will be made from the DHA Central Training budget or Directorate funds. The employee or supervisor is responsible for ensuring funds are available before committing to payment.

3. If a certification or licensing is a requirement of an employee's position, they may submit an SF 1164, Claim for Reimbursement for Expenditure on Official Business for reimbursement. In cases of licensing or certification exam failure, DHA will not pay for multiple attempts to obtain certification or licensing. The employee must pursue licensure or certification at their personal expense if they fail the initial exam.

ENCLOSURE 12

COLLEGE/UNIVERSITY TUITION ASSISTANCE PROGRAM FOR INDIVIDUAL COURSES

1. Tuition assistance is available to assist and encourage employees to increase their knowledge, skills, and abilities to meet the performance expectations of their job and/or the mission. All requests for tuition assistance must be approved prior to the beginning of the course, and are subject to the same constraints and regulations as any other training in a non-government facility. The following procedures apply:

a. Employees who wish to receive funding from DHA to pursue or obtain a degree from a college or university must apply through the annual DHA Competitive Programs opportunity during the open application window for one of the CEP opportunities. Funding covers tuition and books. Applications for the CEP opportunities must be submitted as part of a candidate's application package, along with all required documents, and will be evaluated by the SCB. Selectees are chosen based on funding availability, vendor seats availability, and merit, according to specified selection criterion. Selectees approved by the SCB are expected to attend college courses beginning in the subsequent fiscal year. Selectees approved for the CEP will utilize funding from the DHA Central Training budget.

b. If an employee misses the annual window of opportunity to apply for Competitive Programs, they must wait until the next year's Competitive Programs to submit an application (generally in the March–May timeframe for the subsequent fiscal year).

c. Employees may also apply for the Competitive Programs, CEP TAP, which pays up to \$3,000 in a fiscal year. Applicants selected by the Competitive Programs SCB must submit an SF 182, per course, up to the limit of \$3,000, per fiscal year, subject to funding availability. Payment is for an individual college or university course, which is specifically considered job-related.

d. Directorate heads and supervisors are responsible for encouraging employees to apply through the DHA Competitive Program. If an employee is seeking a degree and will be using DHA funding, they must apply to the CEP and be selected by the SCB. Supervisors are responsible for enforcing the requirement for employees to apply to the CEP instead of spending directorate funding. Employees cannot participate in both the CEP and the CEP TAP simultaneously. If an employee has applied to the DHA Competitive Programs for the CEP opportunity and has not been selected by the SCB, only then can the employee seek approval from their Directorate to utilize funding from the Directorate's Line of Accounting in accordance with the SF 182 process in Enclosure 7. Upon funding approval by Office of the Comptroller, the DHA LDD will provide the employee and supervisor with the TAL confirming registration and payment of course, and request a DHA CSA from the employee.

e. Employees must submit an approved SF 182 a minimum of 30 days prior to course registration. Applicants must annotate "TAP" in the objectives section of the SF 182. Classes must be listed on the employee's IDP.

f. All participating employees agree to adjust hours of work to assure that a full 40 hours are accomplished each week. This statement must be initialed by the employee and approved by the supervisor. Employees are prohibited from receiving administrative leave for any part of the time they spend in educational courses. Supervisors may adjust work schedules for those courses which occur during work hours.

g. TAP is subject to the availability of funds in the DHA Central Training budget (if selected for DHA Competitive Programs) or in the Directorate's own budget, as determined and approved by Office of the Comptroller.

2. The DHA LDD and the Office of the Comptroller will not approve funding for the following academic fees:

a. Degree-related fees (typing or reproducing a thesis, transcript fees, technical lab fees, etc.).

b. Placement tests (unless required for an agency-funded course).

c. Tests to obtain academic credit in lieu of a course.

d. Courses required for a degree, but are not related to the employee's job or the agency's mission (e.g., art, music, physical education, etc.).

e. Registration for thesis or research projects that do not directly benefit the agency.

f. Tuition for degree programs associated with non-credit programs.

g. Seminars required for off-campus degree programs that are not job related.

h. Degree training from colleges or universities that are not accredited.

i. Graduation fees.

3. Post-attendance tuition reimbursement is not available at DHA. Requests for tuition reimbursement related to the TAP are generally not allowed, and would only be considered on a case-by-case basis.

ENCLOSURE 13

FELLOWSHIPS, SCHOLARSHIPS, TRAINING WITH INDUSTRY, AND GRANTS FOR
DoD PERSONNEL

1. Reference (i) establishes policy and assigns responsibilities under which DoD personnel may accept fellowships, scholarships, Training with Industry opportunities, or grants from corporations, foundations, funds, or educational institutions organized and operated primarily for scientific, literary, or educational purposes. According to this DHA-AI:

a. It is DoD's policy, References (d) and (i), that programs will be established for DoD personnel to participate in fellowships, scholarships, and grants. The intent of the Department's establishment of, and subsequent participation in, these programs is to fulfill a present need, anticipated requirement, or future capability that contributes to the effectiveness of the respective Military Department and DoD.

b. The DoD Legislative Fellowship Program provides an opportunity for Military and civilian personnel of the Department to learn the operative process of the Legislative Branch of Government.

c. The DoD Components may establish Training with Industry programs for Military and civilian personnel to provide training and/or development of skills in private sector procedures, and practices not available through existing Military or advanced civilian education programs or other established training and education programs.

2. The DHA-AI 043, CSA Procedures may be required and enforced (see Enclosure 11).

ENCLOSURE 14

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

1. DHA will **not** pay for or reimburse individual membership(s) in professional organizations unless it is included in the fee to attend a conference, and the conference fee cannot be reduced by the cost of the individual membership. This prohibition is not applicable to situations where membership in a professional association is required to maintain a credential (e.g., membership in the American College of Healthcare Executives) or to maintain status as a Fellow in that organization.

2. DHA may reimburse its attorneys if a paid membership in the bar association is necessary to maintain a license to practice law.

ENCLOSURE 15

RETRAINING AND OUTPLACEMENT ASSISTANCE

1. DHA will abide by and provide support for Reference (j), which specifies adherence to Reference (k) commonly known as the Work Investment Act.

2. DHA LDD will partner with HRD to provide assistance, as necessary, for eligible DHA employees that HRD has identified as facing displacement, and who require retraining and readjustment assistance.

ENCLOSURE 16

TRAINING OF NON-GOVERNMENT EMPLOYEES

1. DHA will not pay any professional development costs of contractors, unless specifically cited in the contract. Contractors are selected for their expertise in a subject area; therefore, contractors may only be trained in skills they are not required to bring to the job.

2. In addition, contractors may be trained in rules, practices, procedures, and/or systems that are unique to the employing agency and essential to the performance of the contractor's assigned duties, such as agency-specific computer security requirements.

3. However, the authority for training of contractors is not in training law; it is in the authority to administer contracts. Any training of contractors is subject to the decision of the Contracting Officer's Representative.

ENCLOSURE 17

TRAINING NEEDS ASSESSMENTS

1. The DHA LDD will evaluate overall agency professional development programs on an annual basis. The annual training plan will summarize immediate and long-range professional development needs, identify the priorities for training, and interpret previous results for planning purposes.

2. Organizational, occupational, and individual professional development needs will be reviewed at least annually by respective leadership.

3. The Chief, DHA LDD, will specify, in writing, dates for developing the annual training plan, deadlines for submitting consolidated development plans, and appropriate procedures for collecting data.

4. As a result of the data collected, the DHA LDD team will create the annual agency training program, course catalog, and the monthly training schedules.

ENCLOSURE 18

SENIOR CHAMPIONS' BOARD CHARTER AND COMPETITIVE PROGRAMS

1. PURPOSE. The DHA SCB was established under TRICARE Management Activity on January 4, 2011, as a formal committee to nominate and select employees for Competitive Programs under the direction of the Director, DHA. The Resources and Management J-1/8, DHA LDD, will announce the Competitive Program opportunities to include long-term training, accredited institution courses and degree programs, external vendor classes, and internal training programs. These opportunities will be shared with the organization as a whole. Employees may self-elect with their supervisor's approval, or be nominated by their supervisors. If there is more than one nominee from a branch, the individuals will need to be ranked in order of recommendation by the senior leader for that office for review by the Senior Champions' Selection Board. The candidate(s) will be selected depending on the number of seats and/or funding available for the particular program.

2. SCOPE OF ACTIVITY. The SCB provides their recommended candidates to the Director, DHA, on the basis of promoting professional development of the DHA workforce and to demonstrate active involvement in promoting career training opportunities. As part of the selection process:

- a. Board members will consider each candidate's resume, professional background, academic discipline and, if applicable, grade point average.
- b. Board members will evaluate work experience, accomplishments, adaptability, character, leadership ability, potential for future growth, and other recommendations.
- c. Board members will use a criteria-ranking sheet for all nominees, following written instructions and guidance as set out in this charter and updates to responsibilities.
- d. Required documentation may vary according to the program being offered (e.g., justifications, transcripts, performance appraisals, original documents, and/or number of copies may be requested). However, the minimum required documents for each application package include a completed application specific to the program; a completed SF 182; an updated IDP; a signed CSA; a signed Directorate Approval form; a Supervisor Justification form; and a current resume. The information may not be modified, withdrawn, or supplemented after confirmed receipt of the application package, unless otherwise warranted by the Director, DHA.
- e. To ensure fairness in the selection process, no single factor leads to an individual's selection or non-selection. Each candidate will be awarded points for each criterion within the ranking factors and tallied for an overall calculation.

3. **MEMBERSHIP.** The selection board consists of four DHA Senior Executives, Flag-level Officers, and Senior-level Managers as appointed in writing by the Director, DHA. The SES or Flag-level Officers will have the authority to appoint alternates to serve in instances whereas board members are absent or not available.

CHAMPION BOARD MEMBERS:

Joint Directorate Director or Delegated Officer (Permanent Appointment)	Chair Joint Directorate Director, Resources and Management J-1/8 (Permanent Appointment)	Regional Director (e.g., TRICARE Regional Office (Director)) (Annual Appointment)	Directorate Chief Level (Annual Appointment)
---	---	--	---

4. **CRITERIA FOR NEW BOARD MEMBERS.** The SCB will evaluate proposed new members against the following criteria:

- a. Proven leadership ability.
- b. Previous experience serving on committees or boards (either internal to DHA or external).
- c. Diversity, including but not limited to gender, ethnicity, race, age, disabilities, and geography.
- d. Current or prior executive, officer, director, or chief level experience.
- e. Community and/or health care experience.

5. **MEETINGS.** There could be two to three SCB meetings per year requiring board member attendance in person or through VTC. The meetings may include Special Board Meetings, Individual Board Member Briefings, and Selection Panel Board Meetings. They are typically held after the application window closes. The board will convene to consider all candidates on the nomination list, rank each, and discuss major discrepancies (e.g., scores, eligibility, differences in range or points, etc.). The meetings will be coordinated and scheduled by DHA LDD. All materials, instructions, applications, and agenda items will be gathered for the board at the time of meeting by the DHA LDD. The DHA LDD will serve as advisors to the SCB.

6. **RESPONSIBILITIES.** The members on the SCB will be responsible for the following:

- a. Ensuring that the training program contributes to the organization’s mission and is aligned with the Activity’s strategies.

- b. Encouraging DHA employees to participate in the Competitive Programs and long-term training opportunities.
- c. Budgeting for and managing financial resources to support centralized training.
- d. Resolving issues internally with the guidance of an appointed chairperson.
- e. Responding to candidate of selection or non-selection within 6 to 8 weeks after submitting the nomination application.
- f. Ensuring that all employees receive fair and equitable treatment in all aspects of the competitive selection process. Ensure that training and career development opportunities are made without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or disabled condition, and with proper regard for their privacy and constitutional rights as provided by the merit system principles.

ENCLOSURE 19

DEFENSE HEALTH AGENCY COMPETITIVE PROGRAMS AND PROCEDURES

1. OVERVIEW. This DHA-AI establishes the authority for the DHA SCB as the selection authority for centrally funded and non-centrally funded short-term and long-term training programs. This version supersedes any previous guidance.

2. PROCEDURES

a. DHA Senior Executives, Flag-level Officers, and Directorate Heads will be designated by the Director, DHA, as Senior Champions to serve on the board. The board will be responsible for selecting and approving candidates for the DHA Competitive Programs (e.g., Competitive Development Program (CDP)) and CEP in accordance with the SCB Charter.

b. Objectives:

- (1) Meet long-term leadership needs for the DHA workforce.
- (2) Prepare high potential employees for increased responsibility and leadership.
- (3) Ensure fair selection of the right person at the right time for the right training.

(4) Ensure that all employees receive fair and equitable treatment in all aspects of the competitive selection process, and that selections are made without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or disabled condition and with proper regard for merit system principles.

c. Operating Guidelines - Competitive Opportunities:

(1) DHA LDD will manage the Competitive Programs and announce these opportunities to the workforce. Long-term and short-term training program descriptions and requirements will be distributed through various communication channels and briefings.

(2) Employees must submit applications and any supporting documents through their supervisors and Directorate Heads (or delegate) to the DHA LDD by established due dates.

(3) To be considered by the SCB, applicants must be recommended by their supervisors and Directorate Heads (or delegate) for selection.

(4) Directorate Heads are asked to encourage their eligible employees to compete when programs are announced DHA-wide.

d. Competitive Selection Process:

(1) The DHA LDD will arrange a Champions' Board selection session to review applications and finalize selections after the application window closes, and applications to the programs have been received.

(2) The DHA LDD will forward application packages to SCB members prior to the scheduled selection session as read-ahead material to rate and rank using the Criteria Rating and Ranking Form. The read-ahead material will include, but is not limited to:

(a) Candidate's application package, list of candidates, and details about each of the programs (e.g., CDP, CEP, and OSD long-term training).

(b) Candidate ranking in order based on Senior Leaders' rating, if provided.

(3) SCB may nominate additional candidates if slots are available.

(4) The SCB will review each nomination package and make selections based on the following criteria:

(a) Ranking of applicants and supporting documentation.

(b) Knowledge of applicant's skills, knowledge, and abilities.

(c) Performance Rating of 3 (Acceptable Performance) or above for the two most recent rating periods.

(d) Competitive Programs Rating and Ranking form.

(e) Evaluation of the candidate's previous participation in the Competitive Programs opportunity. Candidates may apply for more than one program in a fiscal year, but may not be selected for more than one program per year.

(5) The DHA LDD will obtain the approval of the Director, DHA, of the final candidates, and then provide notification letters to all candidates notifying them of their selected or non-selected status. These letters will also be copied by e-mail to the candidate's immediate supervisor.

ENCLOSURE 20

DEFENSE HEALTH AGENCY COMPETITIVE TRAINING PROGRAM DESCRIPTIONS

DHA Competitive Programs consist of short-term and long-term training programs. Long-term training refers to programs/courses of 120 consecutive work days or more and may be used to develop managerial and professional staff. Special long-term assignments and other professional development opportunities may be proposed for extended study, research, or development. A CSA will be required for all training programs lasting more than 39 hours. The proposed study or research program must have a direct relationship to the duties the employee is expected to perform. To access the DHA Competitive Programs application and frequently asked questions, please visit: <https://info.health.mil/cos/admin/Id/SitePages/Home.aspx>, the DHA LDD SharePoint site.

1. COMPETITIVE PROGRAM SELECTION CRITERIA

a. Candidate selection will be based on the quality and merit of the individual's application and supervisor/manager recommendation according to the following criteria:

(1) Applicant's performance, professional goals, and career potential for leadership roles in DHA and DoD.

(2) Applicant's ability to successfully manage a highly rigorous leadership development program.

(3) Organization requirements and/or a strategy for the employee to apply the training and experience to the DHA and DoD work environment.

(4) Supervisor/Manager endorsements citing the applicant's potential for success and the leadership and organizational benefits.

b. Tuition is paid by DHA's central training funds (for CDP and CEP opportunities) or the DoD (for OSD opportunities). Effective starting Fiscal Year 2015, TDY, and travel-related costs will also be covered by the DHA Central Training fund. The employee's directorate will be responsible for providing any needed staff support due to the candidate's absence during CDP and CEP.

2. DHA CDP. The DHA CDP is a cadre of nationally prominent developmental programs. DHA offers the CDP programs competitively to high performing civilian and military personnel. These programs broaden and enhance leadership skills through advanced academic courses, focused training, and challenging developmental assignments. Information about the individual programs will be announced throughout the year. These programs may include the following components:

- a. Intensive off-site training and development
- b. Career broadening rotational assignments
- c. Component/career specific development programs
- d. Mentoring programs

e. Minimum eligibility requirements for candidates of Competitive Programs training employees:

(1) Must demonstrate acceptable or exceptional performance in their duties, and exhibit intellectual maturity and leadership abilities; and

(2) Must be permanent, with a minimum of 1 year of Federal service, at the time of application.

f. An employee who normally works 40 hours a week and who is assigned for full-time study is considered to be on training duty for 40 hours each week during the academic study period, including any academic recess periods, providing the student devotes these recesses to study and research in support of the full-time study program. Employees selected for these programs will be regarded as on training duty until the classes and/or tests end, except that additional time will be allowed for authorized travel when required. If an employee takes time off from schoolwork, or is absent because of sickness, the employee must report this time off to his/her directorate as leave. Employees are advised to limit annual leave to periods of academic recess.

g. Some CDP programs require a secondary board review, and attendance is contingent upon the individual being approved by the sponsoring institution. Selected candidates may be asked at a later date to provide additional information and documentation according to the requirements of the specific program.

3. DHA CEP. DHA CEP consists of two opportunities: \$20,000.00 toward a graduate degree (e.g., Master's and Doctor of Philosophy (Ph.D.)) or undergraduate course of study. \$3,000.00 in tuition assistance (e.g., TAP) toward one or two classes in a fiscal year. The DHA CEP and DHA CEP TAP provide DHA civilians an opportunity to pursue focused academic study to improve technical and business knowledge in a competitive work environment and to foster professionalism. The DHA CEP and DHA CEP TAP are open to full-time permanent DHA civilian employees. An applicant must have one year of Federal service to be eligible. The selection in the DHA CEP is contingent on acceptance by the academic institution. The applicants must provide a copy of their acceptance letter in their application package; or, if not available at the time of application, to the DHA LDD with their updated SF 182 prior to the start of class.

The DHA CEP tuition cap for an undergraduate study program is \$20,000.00 over a 4-year period, to be used within 4 years. This includes costs for tuition and textbooks. The tuition cap for the graduate program (includes Master's and Ph.D.) is a maximum of \$20,000.00 over a 3-year period, to be used within 3 years. This includes costs for tuition, textbooks, research, and thesis/ dissertation credits. The course of study must be in support of the candidate's directorate's mission and goals and/or the DHA's mission. The TDY expenses are not expected to be incurred with CEP; however, if travel expenses are expected, the selected applicant will submit an SF 182 with travel expenses noted for payment from the DHA Central Training budget.

The candidates are highly encouraged to apply to local or state universities to maximize tuition discount benefits. The candidates should make every effort to select a study program which can be attended during non-duty hours (e.g., evening classes or distance learning). The study programs which are most likely to be considered by the board for selection are those regarded as being in support of the directorate or agency mission. The most beneficial study programs would be in the realm of Health Administration, Health Services, IT, Acquisition Management, Business Administration, Program Management, and Human Resources Management.

ENCLOSURE 21

INFORMATION ASSURANCE WORKFORCE MANAGEMENT

1. Information Assurance (IA) Workforce Personnel requires access to information systems to fulfill their duties, and must possess the required favorable security investigation, security clearance, or formal access approvals and fulfill any need-to-know requirements. Security designations are required to distinguish potential adverse effects on DoD functions and operations and, therefore, the relative sensitivity of functions performed by individuals having certain privileges. These positions are referred to as IT and IT-related positions. The requirements are applied to all IT and IT-related positions, whether occupied by DoD civilian employees, Military personnel, consultants, contractor personnel, or others affiliated with DoD (e.g., volunteers).

a. Cyber Security Division implemented a requirement for unit DHA Information Assurance Managers (IAMs), Information Security System Managers (ISSMs), and supervisors to review and approve required Computer Environment (CE) certifications to ensure that they are relevant to the duties currently performed by the certified individual. Organizational, occupational, and individual professional development needs will be reviewed at least annually by respective leadership.

b. The DHA IAM and ISSM will ensure that all IT workforce, within DHA and subordinate units, maintain their base line and CE certification as a condition of employment.

c. The DHA LDD manages and monitors IA Workforce baseline and CE certifications.

d. IA Workforce Personnel review and verify CE certifications are in accordance with detailed guidance in Reference (1). DoD workforce members who are performing DHA IAM or IAT functions and have earned any of the DoD baseline certifications listed in Reference (1) must register with the Defense Workforce Certification Web Application to request the release of their certification status from the certification vendor to the DoD. This is the official means of notifying DoD of their certification status. Once registered, any additional certifications earned from that provider will automatically be released to the DoD. The SF 182 is an authorized agreement and certification for training used to document an employee's request for training. The employee must pursue a renewal fee and maintenance fee at their personal expense, if the certification or licensing is a requirement of their position. The employee can submit an SF 1164 for reimbursement.

2. For questions regarding the IT workforce and requirements, please contact the DHA IAM or ISSM.

GLOSSARY

PART 1. ABBREVIATIONS AND ACRONYMS

CDP	Competitive Development Program
CE	Computer Environment
CEP	Competitive Education Program
CSA	Continued Service Agreement
CSC	Customer Satisfaction Center
DAU	Defense Acquisition University
DHA	Defense Health Agency
DHA-AI	Defense Health Agency-Administrative Instruction
DHHQ	Defense Health Headquarters
DTS	Defense Travel System
FOD	Financial Operations Division
GPC	Government Purchase Card
HRD	Human Resources Division
IA	Information Assurance
IAM	Information Assurance Manager
IDP	Individual Development Plan
ISSM	Information Security System Manager
IT	Information Technology
LDD	Learning and Development Division
SCB	Senior Champions' Board
SES	Senior Executive Service
SF	Standard Form
TAL	Training Approval Letter
TAP	Tuition Assistance Program
TDY	Temporary Duty
TWMS	Total Workforce Management Services
VTC	Video Teleconference

PART II. DEFINITIONS

These terms and their definitions are for the purposes of this DHA-AI.

career development. Activities that develop knowledge, skills, and abilities to meet the strategic needs of DHA.

Career Management Program. A systematic competency-based approach to manage workforce training and development and utilizes sub-specialty competencies: functional, professional, and leadership.

centrally funded. A limited amount of funds provided by the Office of the Comptroller to the DHA LDD to assist with the cost of long-term training and the DHA Competitive Programs, as well as other training resources deemed necessary to provide professional development of DHA employees.

Centrally Funded Electronic Learning. Training conducted using technology and consists of several methods, including the Internet or Web-based modules, compact disc, a digital versatile disk, VTC, and satellite television.

CSA. For training that exceeds 39 hours, employees must sign and abide by the service agreement interval dictated in DHA-AI 043, CSA Procedures.

education. Developmental activities and courses that are designed to improve the overall competence of the employee.

failure to complete training satisfactorily. In the event an employee fails to adequately complete training or fails to provide sufficient notice of withdrawal, a penalty may be assessed for the employee to pay up to the full cost of the training and related expenses.

IDP. A tool used by a supervisor and employee to chart an employee's training and development over a specified period, usually the performance year and up to 5 years out. It establishes opportunity to determine, discuss, and mutually understand the employee's career goals and interests, and how they fit in with the agency's goals and the Career Management Program. An IDP is not required for all employees; however, IDPs are strongly encouraged throughout the organization. IDPs are mandatory for certain programs such as applying to the DHA Competitive Programs. Training identified may be formal classroom instruction, informal on-the-job training, developmental work assignments, rotational assignments, or work experience assignments.

long-term training. Training and education attended away from the job site on a full-time basis for an extended period of more than 120 days. It may be conducted in a Government or non-Government facility, or as a rotational assignment.

professional development. The process of employee growth through planned activities; Director, DHA, serves in an advisory capacity and ultimately approves all human capital strategies and

initiatives.

retraining. The activities provided to an employee to address obsolete skills in the current position, or designed to equip an individual with knowledge and skills leading to another occupation or position.

self-development. The process of growth through self-planned activities that increase the employee's competence. These efforts are primarily paid for and undertaken by employees on their own time to become more proficient in their career field or better qualified for advancement in a new field.

SF 1164 (Claim for Reimbursement for Expenditure on Official Business). A form used for filing claims for reimbursement for official business and expenditures.

SF 182 (Group Training). A form used when two or more employees from the same command are attending the same training event or when an individual is taking one class/course/program and funding needs to be authorized (see next definition). An official DoD form which is used to obligate funds for an individual event or planned series of the same training event, activity, service, or course material that is publicly available; does not exceed \$25,000 per fiscal year; and requires no more than minor modification(s) to meet agency requirements. Form must be completed with the correct accounting code designating where the obligated funds will be drawn from.

SF 182 (Individual Training). A form used when an individual is taking one class/course/program and funding needs to be authorized (see next definition). An official DoD form used to obligate funds for an individual event or planned series of the same training event, activity, service, or course material that is publicly available; does not exceed \$25,000 per fiscal year; and requires no more than minor modification(s) to meet agency requirements. A form must be completed with the correct accounting code designating where the obligated funds will be drawn from.

training. A program of learning experiences designed to improve job performance through achievement of specific learning objectives.