



CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NGB-J1-TN
DISTRIBUTION: A

CNGBI 1400.25, Vol. 400
05 September 2018

NATIONAL GUARD HUMAN RESOURCES DEVELOPMENT PROGRAM

References: See Enclosure D.

1. Purpose.

a. Instruction. This instruction is composed of several volumes, each containing its own purpose. The purpose of the overall instruction is to establish policy and assign responsibilities regarding the National Guard (NG) Technician Personnel Program in accordance with (IAW) reference a.

b. Volume. This volume provides policy and procedures for the NG Human Resources Development (HRD) Program in accordance with IAW references a through i.

2. Cancellation. This instruction rescinds and replaces Technician Personnel Regulation 400, 14 September 2007, "The Technician Human Resources Development Program."

3. Applicability. This instruction applies to all NG employees, supervisors, and managers in the States, Territories, and District of Columbia.

4. Policy. It is NG policy to establish training and development (T&D) activities for NG employees to acquire the skills, knowledge, and abilities to perform mission-related duties and improve individual and organizational performance through the NG HRD Program. NG employees may participate regardless of race, color, religion, gender, national origin, age, handicap, or other factor. NG employees will not financially profit or incur a financial loss when participating in T&D activities.

a. Procedures. Supervisors, commanders, and other management officials of the NG have the authority to direct NG employees to attend T&D courses

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relative to job duties, performance expectations, or NG mission requirements. An NG employee may raise issues of hardship or special needs with the assignment, such as child or elder care. If the employee still refuses to attend a training assignment, this refusal may lead to disciplinary or adverse action required by references j through n.

b. Mandatory Training. Supervisors of NG employees must complete the NG Joint Supervisor Development Course within the first year of appointment. Supervisors will receive periodic refresher training every three years by their State Human Resources Officers (HROs). Newly appointed NG employees must complete the New Employee Orientation Course. Newly appointed HROs and Deputy HROs must complete the new HRO Orientation Course within one year of appointment to the position.

c. Training Levels. Training must be performance-based for employee positions mandated by higher authority (State or Federal law or Department of Defense [DoD]) or required for certification, health, or safety reasons. See Table 1 for training Priority Levels 1, 2, and 3.

<p>Priority 1. Includes T&D required by statute, presidential directive, the Code of Federal Regulations (CFR), DoD, the National Guard Bureau (NGB), or State law. This training ensures all units are at appropriate levels of readiness and equipped to provide operational support. Examples of this priority level: new equipment training, training needed for new programs, and training required by employees for acceptable performance.</p>
<p>Priority 2. Includes training that promotes more efficient and timely accomplishment of mission requirements. The training must be completed within a specified time. Missions can be completed without this training.</p>
<p>Priority 3. Identifies all other T&D activities not included in Priorities 1 or 2. This includes career-enhancing skills, management development (except statutory), and career-broadening courses. This type of training provides standardized knowledge, skills, and abilities across an occupation open to all individuals who have similar duties and responsibilities.</p>

Table 1. Priority Levels for Training

(1) Career Status Employees. Career status employees will have Priority 1 training needs included in their individual T&D plans for consideration. Priority 2 and 3 training is considered case by case by the HRO.

(2) Temporary Employees. Temporary employees are eligible only for Priority 1 training in areas that are critical to improve job performance. This training should have all costs and benefits justified or directed as a statutory or regulatory training opportunity.

d. Dual Status Employees. The NG HRD Program must balance T&D received by dual status employees in their military status with T&D opportunities and requirements of their civilian position.

(1) Civilian Status. NG employees attend training in civilian status only when the training relates to their civilian duties, when it consists of developmental courses primarily designed for Federal civilians, or when such attendance is to develop them in their civilian employment status.

(2) Military Status. Dual status employees must attend training in military status when the course leads to the award of an Air Force Specialty Code or Military Occupational Specialty; when training is a prerequisite for a military assignment; and when it includes mandatory physical fitness assessment, drug testing, or weigh-ins or requires other military standards for completing the training program or military skill course.

(3) Training Authority. The training authority schedules an employee's hours of work during training in a civilian status, not the employee's normal schedule, if the two are different. If training requires study or performance of an assignment other than during scheduled hours, the training authority will state in writing the expected necessary amount of time; hours not exceeding that amount devoted to the required study or assignment are also hours of work. Compensatory time will be granted when the time spent in training, combined with the expected necessary amount of time for study and performance of an assignment outside of training, exceeds the hours of the employee's normal work schedule.

(4) Military Uniform. Dual status employees will wear the appropriate military uniform while performing duties IAW reference b. Dual status employees will wear the military uniform while attending training unless authorized to wear civilian attire by The Adjutant General (TAG), an NGB functional manager, or a training facility official.

(5) Academic Degree. The Deputy Assistant Secretary of Defense delegated the authority to implement and approve payment of expenses to obtain professional licenses and credentials to the NGB, IAW reference o. This approval authority is further delegated to TAGs of the States and Territories and the Commanding General of the District of Columbia, who may further delegate this approval authority in writing. This authority may not be exercised on behalf of any employee occupying or seeking to qualify for an appointment to a position that is identified as competitive service status because of the confidential, policy-determining, policy-making, or policy-advocating character of the position. NG employees may obtain an academic degree at the expense of the government only as authorized by reference d. Authority is provided to the HRO of each State to implement a Civilian Academic Degree Training Program. Authorization for expenditures and

training funds for individual college or university courses needed for the current position is defined in reference o. Criteria include:

(a) Credentials mandated by Federal or State law or the NGB for full-time employment in specific positions are fully reimbursable. Expenses for credentials not mandated by Federal or State law may be reimbursed IAW policies developed by TAGs.

(b) NG employees must comply with merit system promotion requirements when receiving benefits. Temporary employees are not authorized payment or reimbursement. NG employees must have written approval prior to incurring the cost at government expense. Reimbursements include payments for licenses, certifications, and renewals. Licenses and certifications are discretionary, and continued payment is not an entitlement for additional costs incurred. Expenses for professional credentials incurred prior to 01 October 2003 are ineligible for reimbursement.

e. States. States will establish a needs assessment and training plan every fiscal year (FY) for budget projections, and it must be in place by the beginning of the next FY. State plans include goals and objectives for mission accomplishment and organizational needs; the number of technicians to train; identification of training sources; training cost estimates, including travel and per diem, tuition, contractor fees, and other costs; an FY schedule of in-house T&D courses; and compliance with equal employment opportunity principles, including accommodation for disabled technicians.

f. Individual Development Plans (IDPs). Managers and supervisors work in conjunction with the HRD Specialist (HRDS) to establish IDPs for their State's technician workforce by identifying training needs. An IDP is required for all target-graded positions. For all other positions, IDPs are optional and at the discretion of the technician's supervisor. See Enclosure C.

g. Performance Improvement Plan (PIPs). PIPs recommend an improvement in performance by an employee. PIPs are mandatory for employees rated Level 1, "Unacceptable." A PIP is implemented IAW references j through n, normally based on a 90-day improvement period. The PIP must include an outline detailing a training plan designed to bring the technician to a minimum of Level 3, "Fully Acceptable." An informal training session could be an on-the-job training program with the supervisor or designee. Training programs that were Priority 2 are now elevated to Priority 1 based on the "Unacceptable" performance rating.

h. Budgeting for HRD Program.

(1) Army National Guard (ARNG). The ARNG Full-Time Support Division (ARNG-HRA) provides training dollars for ARNG employees. Training dollars

are sent to State financial managers for distribution, and then include training dollars in the State Operating Budget.

(2) Air National Guard (ANG). The NGB Financial Management (FM) Division funds ANG employee training in the wings and geographically separated units. ANG training funds are coordinated with or submitted to the ANG Financial Management Board and air commanders IAW locally established procedures.

(3) Initial Funding. After ARNG-HRA and NGB-FM allocate initial funding to the States based on the budget submission for the FY, any unfunded requirements are addressed locally through the ARNG Program and Budget Advisory Committee (PBAC) and ANG Financial Working Groups. Payment and obligation of funds are accomplished IAW fiscal accounting procedures. The HRDS will approve all T&D in advance and certify funds that are available for both direct and indirect costs. IAW references p and q, NG employees are required to use DoD lodging, private, or DoD Preferred commercial lodging while on official travel. If the NG employee chooses not to use military quarters and the lodging rate is higher than per diem, the employee will be required to pay the difference.

(4) Government Purchase Card (GPC). HRDSs function as temporary ordering officers and issue GPCs with a monthly purchase limit of \$100,000. A single purchase amount cannot exceed \$25,000. The HRDSs must contact their State United States Property and Fiscal Office, Air Comptroller Office, Purchasing and Contracting Office, to coordinate IAW pecuniary and fiduciary laws.

(5) Other Expenses. HRDSs will determine additional expenses IAW reference o. If an employee fails to complete a training course, TAG may initiate action to recover non-salary expenses or treat it as a disciplinary or adverse action depending upon the full circumstances. Consideration will be given to whether the employee was properly assisted in order to complete the training successfully and whether there is evidence of employee negligence in the case of uncompleted training. Fee recovery may be waived.

(6) Supplies or Services. Standard Form (SF) 182, "Authorization, Agreement and Certification of Training," or other acceptable means to document expenditures for supplies and services is maintained for six years and three months. An SF 182 may not be used to contract for a training facility. The supplies or services are available to the general public or off the shelf, and no modification or development is needed. If the supply or service must be modified for government use or is not available to the general public, normal contracting procedures must be used.

(7) Government-Provided Meals. The cost of meals provided cannot exceed the meal component of the location per diem rate IAW reference r.

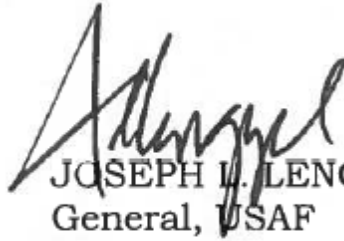
5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This is the initial publication of CNGBI 1400.25, Vol. 400.

8. Releasability. This instruction is approved for public release; distribution is unlimited. Obtain copies through <<http://www.ngbpd.c.army.mil>>.

9. Effective Date. This instruction is effective upon publication and must be reissued, canceled, or certified as current every five years.



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Enclosures:

- A -- Responsibilities
- B -- Training
- C -- Individual Development Plan Steps
- D -- References
- GL -- Glossary

ENCLOSURE A

RESPONSIBILITIES

1. Manpower and Personnel Directorate (NGB-J1). NGB-J1 will:
 - a. Serve as the primary advisor to the Chief of the National Guard Bureau (CNGB) on all personnel and manpower issues in the NG.
 - b. Provide the CNGB with oversight on the NG HRD Program, staffing, and execution of policy and plans.
2. NGB-J1 Technician Personnel Office (NGB-J1-TN). NGB-J1-TN will:
 - a. Develop doctrine, policy, and strategy for the NG HRD Program.
 - b. Provide advisory services in all HRD areas.
 - c. Train and orient new HRDSs.
 - d. Design, develop, and deliver human resource training.
3. TAGs. TAGs will:
 - a. Establish an effective State HRD Program that meets the statutory and regulatory requirements cited in this instruction.
 - b. Ensure training funds are allocated to meet technician T&D requirements IAW priorities established by law and regulation.
 - c. Provide guidance to both the ARNG and ANG for the Civilian Academic Degree Training and Student Loan Repayment Programs.
 - d. Provide training and guidance to all technicians on records disposition requirements and procedures and the proper use of electronic mail.
4. HRO. HROs will:
 - a. Provide guidance and direction for the NG HRD Program and ensure that the program is designed and operated to meet the NG mission, the policies of TAG, and the requirements of this instruction.
 - b. Participate on the ANG FM Resources Board and the ARNG PBAC to ensure that appropriate training funds meet employee T&D requirements.

c. Review the training portion of the ARNG State Operating Budget to ensure that it contains appropriate justification and meets HRD and priority requirements.

d. Implement and execute the State HRD plan.

e. Evaluate the effectiveness of completed training.

5. HRDS. HRDSs will:

a. Administer the NG HRD Program for HROs and TAG.

b. Develop local policy and procedures IAW NG regulations or directives for mission-related training and the overall local HRD program.

c. Review, compile, and set the schedule for preparing local needs assessments.

d. Develop an annual HRD plan that includes provisions to meet mandatory training needs, as well as unexpected or unplanned training needs that may arise during the year.

e. Develop, execute, and monitor the local training budget (including tuition, registration fees, travel for training, and the mission travel budget).

f. Maintain appropriate documentation of training requests and ensure obligation of funds IAW training priorities and the annual funding plan.

g. Justify and defend the budget and recommend transfer of funds from other accounts or programs to meet high-priority partially financed requirements.

h. Establish and maintain a system to manage course planning, scheduling of resources, advertising and publicizing training opportunities, registration, and documenting instances of training.

i. Provide advice and assistance to managers and supervisors on HRD issues and career counseling to technicians regarding T&D opportunities.

j. Monitor compliance with negotiated agreements of labor organizations relating to T&D.

k. Manage and process training and educational data and requirements in the Defense Civilian Personnel Data System (DCPDS) and Army Training Requirement and Resource System. This includes input of training completion in DCPDS.

l. Update professional licenses and credentials, and the cost to the NG, in the DCPDS.

m. Publicize availability of training and self-development and, in conjunction with managers and supervisors, evaluate the effectiveness of completed training.

n. Participate in administering the upward mobility program and in developing retraining and career transitioning options for technicians.

o. Develop, execute, and monitor the Civilian Academic Degree Program and the Student Loan Repayment Program in compliance with NGB and Office of Personnel Management (OPM) guidance.

p. Establish local policies for payment and reimbursement of certification fees and professional memberships based on the needs of the State.

q. Assist acquisition and contracting personnel in obtaining and documenting certifications and warrant levels in DCPDS as required by CFR, OPM, and NGB guidance.

r. Serve as a member of the ANG Financial Working Group and the ARNG PBAC.

s. Serve as the State quota manager for the NG Professional Education Center courses.

t. Complete the Basic HRD Course within the first two years of their assignment to the HRD position or when assigned HRD work, duties, and responsibilities.

u. Attend the Enhanced HRD Course at least once every four years to refine their skills, learn new policies, clarify program guidance, and improve interpretations of laws, policies, and processes.

6. Managers and Supervisors. Managers and supervisors will:

a. Determine T&D required for effective and efficient mission accomplishment.

b. Identify T&D needs of their subordinates.

c. Use the performance appraisal cycle to determine assigned employees' training needs and jointly develop or update employees' IDPs.

d. Identify ARNG and ANG employees nominated for management development and other training through procedures affording opportunities based on merit and need.

e. Ensure employees are released to and complete all mandatory training as scheduled.

7. Training Coordinators. Training Coordinators will coordinate HRD functions for managers and supervisors, assist with implementing the HRD program, and serve as liaisons with the HRDS.

8. Employees. Employees will:

a. Be responsible for career and professional development.

b. Apply and successfully complete authorized training based on individual and organizational development plans.

c. Ensure personnel records containing education and training histories remain current to show developmental accomplishments.

d. Share the benefits of training activities with co-workers.

e. Assist in training other employees.

f. Maintain proficiency in job performance.

ENCLOSURE B

TRAINING

1. Training Costs. Employees selected for 80 hours of training or more, or for training that costs more than \$1,000, will agree in writing before assignment to training that they will:

a. Continue in the service of their agency after the end of the training period for a period at least equal to three times the length of the training period unless they are involuntarily separated from the Service.

b. Pay the amount of the additional expenses incurred by the Federal government for training if they were voluntarily separated from the Service before the end of the period for which they agreed to continue. TAGs may establish additional time and monetary guidelines beyond the guidance of the NGB. The agreement included in the SF 182 is used to document the requirement.

2. Military Service Schools. The following statement is placed on travel orders of employees who must attend military service schools in technician status: "Training in a technician status is authorized under CNGBI 1400.25, Vol. 400." Before employees meet the requirements and are approved to attend a military service school by the HRO, they must acknowledge understanding of the following rules:

a. Some military privileges, such as access to commissaries, dining facilities, and exchanges, are limited.

b. Employees must comply with all uniform policy and meet criteria for military or civilian status as stated in reference d. When employees attend in either status, they are expected to perform the same additional duties required of other class members. When in a civilian status, an on-the-job injury is covered by the Office of Workers' Compensation and its governing regulations.

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

d. The use of government quarters is encouraged when available. If other lodging is used as a personal choice even though government lodging is available, then either the lodging or per diem rate is reduced.

ENCLOSURE C

INDIVIDUAL DEVELOPMENT PLAN STEPS

<p>Step 1: Determine Developmental Objectives.</p> <ul style="list-style-type: none">• Objectives should reflect overall broad career goals that identify types of future positions desired, experience and training in other career fields, and other education goals.• Objectives must specify development activities attainable in reasonable time frames and should be job related.• Goals must be measurable and achievable over a specified period.• Goals may include such items as functional training, leadership education, professional activities, and assignment experience.
<p>Step 2: Explore Development Options and Select Activities.</p> <ul style="list-style-type: none">• Include on-the-job training, classroom training, self-study courses, after-hours courses, shadowing, discussion's with subject matter experts, rotational assignments, development assignment, reading, and development of job aids.
<p>Step 3: Prepare IDP and Hold Development Discussion.</p> <ul style="list-style-type: none">• Supervisor-employee discussion is an opportunity for the supervisor and employee to review plans for achieving developmental objectives while considering career goals and the organization's particular needs.• The supervisor and employee will develop an IDP after the discussion.
<p>Step 4: Take Action and Monitor Progress.</p> <ul style="list-style-type: none">• Develop an action plan to monitor the IDP's effectiveness in terms of developmental objectives and methods of accomplishment once the supervisor and employee agree on the IDP, signing and dating the form.• Develop action plans to determine the effectiveness of the developmental assignment and method of assessment.• Review the IDP semi-annually at a minimum.

Table 2. Individual Development Plan Steps

ENCLOSURE D

REFERENCES

- a. CNGB Instruction 1400.25A, 10 October 2017, “National Guard Technician Personnel Program”
- b. Title 32 United States Code (U.S.C.) Section 709, “Technicians: Employment, Use, Status”
- c. 5 U.S.C. Chapter 41, “Training”
- d. 5 CFR Part 410, “Training”
- e. 5 CFR Part 412, “Supervisory, Management, and Executive Development”
- f. 10 U.S.C. § 10508, “National Guard Bureau: General Provisions”
- g. CNGB Memorandum, 16 February 2017, “Designation of The Adjutants General to Appoint, Employ, and Administer National Guard Employees”
- h. Public Law (P.L.) 114-328, 23 December 2016, “National Defense Authorization Act for Fiscal Year 2017”
- i. P.L. 114-92, 25 November 2015, “The National Defense Authorization Act for Fiscal Year 2016”
- j. 5 CFR Part 432, “Performance Based Reduction in Grade and Removal Actions”
- k. 5 CFR Part 752, “Adverse Actions”
- l. CNGB Instruction 1400.25, Vol. 431, 24 January 2018, “National Guard Technician Performance Appraisal Program”
- m. Technician Personnel Regulation 752, 27 August 2010, “Discipline and Adverse Action”
- n. 5 CFR, Part 1201, “Practices and Procedures”
- o. 5 U.S.C. § 5757, “Payment of Expenses to Obtain Professional Credentials”
- p. P.L. 113-291, 19 December 2014, “National Defense Authorization Act for Fiscal Year 2015,” Section 914, “Pilot Program to Establish Government Lodging Program”

q. Joint Travel Regulations, Chapter 4, “Government-Funded Leave,”
<<http://www.defensetravel.dod.mil/Docs/perdiem/JTR.pdf>>, accessed
29 March 2018

r. CNGB Instruction 8100.01, 29 September 2014, “National Guard
Conference Policy”

GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
ARNG-HRA	Army National Guard Full Time Support Division
CNGB	Chief of the National Guard Bureau
DCPDS	Defense Civilian Personnel Data System
DoD	Department of Defense
FM	Financial Management
FY	Fiscal year
GPC	Government Purchase Card
HRD	Human Resources Development
HRDS	Human Resources Development Specialist
HRO	Human Resources Officer
IAW	In accordance with
IDP	Individual Development Plan
NG	National Guard
NGB	National Guard Bureau
NGB-J1	Manpower and Personnel Directorate
NGB-J1-TN	Technician Personnel Office
OPM	Office of Personnel Management
PBAC	Program and Budget Advisory Committee
PIP	Performance Improvement Plan
SF	Standard Form
TAG	The Adjutant General
T&D	Training and development

PART II. DEFINITIONS

Employees -- Title 32 dual status Excepted Service employees and Title 5 National Guard Excepted and Competitive Service employees defined in references g and h.

Human Resource Development -- An activity or a set of activities arranged to provide learning experiences for people. It provides a broad conceptual structure for training and development centered on organizational missions, processes, and activities. It includes training and education, as well as technician development and all types of organized learning experiences.

Standard Form 182 -- A multipurpose form used for training request and authorization, continued service agreement, certification of reimbursable or cost-shared expenses, certification of authorized expenditures, record of training, and training evaluation and as an input form to the Defense Civilian Personnel Data System.