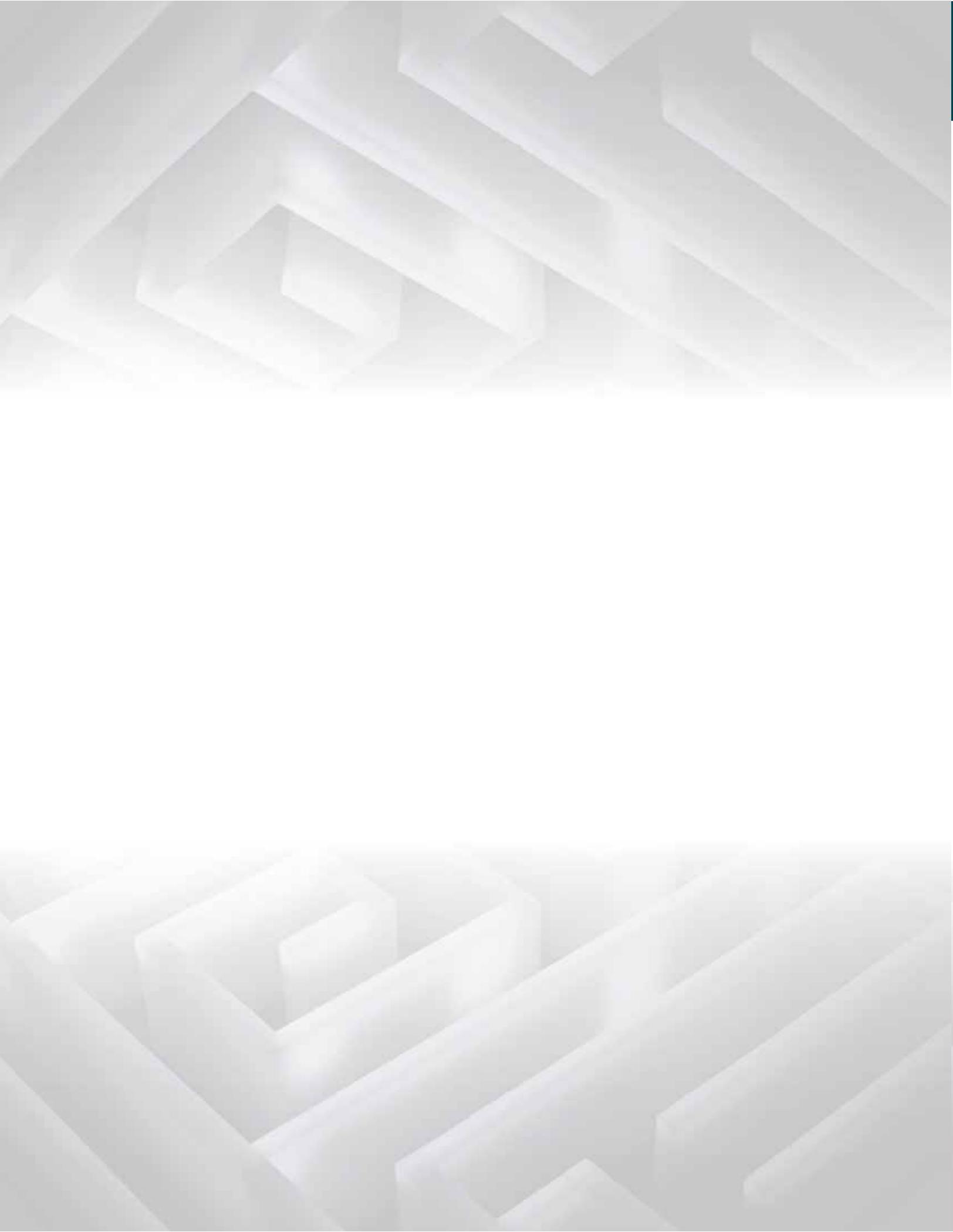




ANNEX G: TRAINING AND DEVELOPMENTAL EXPERIENCES



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TRAINING AND DEVELOPMENTAL EXPERIENCES

1. Policy

a. The CP 11 training and development policy is to support the full utilization of the CP 11 workforce in achieving the stated strategic goals as outlined in the CP 11 Strategic Plan by making training and developmental opportunities widely available to all CP 11 careerists with the goals of: improving organizational performance; maintaining scientific, professional, technical, and management proficiency; building and retaining a skilled and effective workforce; and enhancing individual capabilities.

b. Specifics of Training and Developmental Policy:

- The use of on-the-job training through selected work experiences as the primary method of developing the job-related knowledge, skills, and abilities of careerists.
- The support of systematic plans to broaden careerists' knowledge and skills through planned, work-related developmental assignments including “on-the-job” training, rotational assignments, and inter-agency work experiences.
- The use of formal training and educational experiences to complement work experiences. Recommend using distant learning as well as distributed learning (dL) courses.
- The Action Officer Development Course is required for all interns and for all individuals promoted or appointed to journey-level positions.
- New supervisors must complete the Supervisory Development Course within six months after appointment to a supervisory position. Managers must complete the Manager Development Course within six months after appointment to a managerial position.
- The support of careerists’ training, retraining, and organizational development activities leading to better ways of delivering services, improving work performance, and increasing the value of careerists’ contributions to current and future Agency missions.
- It is highly recommended that supervisors and managers receive training on purchase cards and SF 182, appropriation bills, Army Values, and the Defense Civilian Personnel Data System (DCPDS).
- The encouragement and support of careerists’ self development activities as appropriate.

2. Developmental Activities

a. Developmental activities are structured work/training experiences, agreed to between careerist and supervisor, with well-defined objectives intended to enhance job knowledge and skills. Some people refer to developmental activities as a combination of structured “on-the-job” activities and formal classroom training. Some developmental experiences are designed to broaden a careerist’s knowledge and understanding of the Army through a combination of expanded work experiences and formal training. Others may be particularly related to specific job requirements, when skill enhancement is required to properly perform a task.

b. Developmental work assignments, with appropriate levels of responsibility, are extremely beneficial for the development of competent multi-disciplined Financial Management Analysts. Developmental assignments can involve short work assignments outside one's own organization, but inside the installation. When a broader more insightful knowledge of higher organizational management and program operations is required, developmental work assignments outside of the parent organization are an effective means of acquiring this experience and are highly encouraged. CP 11 Developmental Assignment Opportunities are published on the Army Financial Management Webpage (<http://www.asafm.army.mil>).

c. In 1998, the Chief Financial Officers (CFO) Council established an inter-Agency Fellows Program designed to provide career development opportunities to promising federal financial managers and to provide the federal government with a cadre of experienced staff who will be a source for future financial management leaders. More details concerning this CFO Fellows Program are available at the Chief Financial Officers Council Web site (<http://www.cfo.gov>).

3. Performance Enhancing Job Experiences

Performance enhancing job experiences are a type of developmental experience. These exchange experiences benefit both the organization and the individual. As the federal workforce continues to experience streamlining pressures, an increasing demand for multi-disciplined analysts with greater breadth and depth of knowledge and skills will result. The multi-disciplined careerists will experience more intrinsic and extrinsic benefits in terms of job challenge, satisfaction, and visibility; greater recognition and awards; enhanced promotional opportunities; and increased marketability because of their multi-disciplined background.

b. There are many types of exchange assignments. Some examples are:

- Cross-disciplinary, i.e., between financial management and acquisition
- Across functional areas, i.e., between Budgeting, Auditing, Accounting, Cost Analysis, Management Analysis
- Private Sector/Training with Industry Exchanges
- Performance enhancing job experiences can occur within an installation, between organizations or installations, on an interagency basis, between the public and private sectors, as well as between segments of the public sector (federal, state, and local).

a. In the 3yIDP process, consideration should be given to identifying performance enhancing job experiences that involve realistic and attainable goals that will benefit both the individual and the organization.

4. Formal Training Activities

Formal training activities supplement the development of necessary skills outlined in the supporting core competencies. Each formal training activity usually consists of a well-defined lesson plan, specific training objectives, and a clear definition of learning objectives. The delivery of training may take one of several formats, and may be delivered by training vendors or organizational subject matter experts:

- Instructor/classroom-based training
- Computer-based training
- “Train-the-Trainer”
- Video/satellite-based training
- Video and audio training
- Telephone-based training
- In place work team training
- Self-study
- Correspondence Courses
- Any other means of effective training presentation