



# DCMA Manual 4201-17

## Training, Tuition Assistance, Conferences, and Leadership Development

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| <b>Office of Primary Responsibility</b> | <b>Talent Management Capability</b>   |
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| <b>Internal Control:</b>                | Process flow and key controls are located on the Resource Page  |
| <b>Labor Codes:</b>                     | Located on the Resource Page  |
| <b>Resource Page Link:</b>              | <a href="https://360.intranet.dcm.mil/Sites/Policy/TM/SitePages/4201-17r.aspx">https://360.intranet.dcm.mil/Sites/Policy/TM/SitePages/4201-17r.aspx</a>   |
| <b>Approved by:</b>                     | David G. Bassett, LTG, USA, Director  |

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**Purpose:** This issuance, pursuant to the authority in DoD Directive 5105.64, “Defense Contract Management Agency (DCMA),” and DoD Instruction 5000.66, “Defense Acquisition Workforce Education, Training, Experience, and Career Development Program”:

- Implements policy established in DCMA Instruction 4201 and DoD Instruction 5000.66,
- Assigns detailed responsibilities and prescribes step-by-step procedures for managing the Agency’s Talent Management Program

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## SECTION 1: GENERAL ISSUANCE INFORMATION

**1.1. APPLICABILITY.** This issuance applies to all DCMA activities and civilian personnel unless higher-level regulations, policy, guidance, or agreements take precedence. This issuance applies to the training of DCMA civilian employees and provides guidance on training requirements and training/educational opportunities. Military personnel should reference DCMA Manual (DCMA-MAN) 4202-04, “Position Management, Awards, Decorations, Evaluations, Promotions, Training, and Uniform Wear.”

**1.2. POLICY.** It is DCMA policy to:

- a. Provide the training and education necessary for required certification (Paragraph 3.2.) and job performance, as well as opportunities for professional development.
- b. Ensure training is relevant to the Agency’s mission and employee needs by continuously reviewing offered/required courses against current and projected requirements.
- c. Consolidate total Agency civilian training requirements in order to provide adequate training capacity.
- d. Assign training to individual employees, with supervisor approval, appropriate to position, ability, and career goals.
- e. Provide employees the means and opportunity to attend training within Agency mission requirements and existing issuances.
- f. Maximize the effectiveness of training offered by efficiently utilizing government resources to provide optimum results for the Agency and its employees.
- g. Ensure that employees and supervisors understand their roles and responsibilities in the training function.
- h. Execute this Manual in a safe, efficient, effective, and ethical manner.

## SECTION 2: RESPONSIBILITIES

**2.1. DIRECTOR, DCMA.** The Director, DCMA, will ensure an appropriately trained organization to accomplish the Agency's mission. The Director will provide guidance for DCMA's strategic training objectives.

**2.2. COMPONENT ACQUISITION EXECUTIVE.** The Director, DCMA, is designated as the Component Acquisition Executive (CAE) for the Agency. In this capacity, the Director, DCMA, has specific responsibilities to the acquisition workforce (AWF). The CAE will:

a. Implement the AWF program within DCMA as uniformly as practicable within the Agency's force management construct.

b. Designate AWF positions, including Key Leadership Positions (KLP) and Critical Acquisition Positions (CAP), to establish an appropriately-sized, requirements-based, and properly-skilled AWF comprised of DoD civilian and military members.

c. Establish requirements for AWF positions that support AWF program goals for stability, accountability, and success. This includes:

(1) Assignment of acquisition career field (position category) and career path (where applicable), certification level, position criticality, and special assignment type for each AWF position, as described in Section 5 of this issuance.

(2) Assignment of additional position requirements in terms of assignment-specific education, training, or experience for each AWF position, when applicable.

(3) Adjudication of Defense Acquisition Workforce Improvement Act (DAWIA) waiver requests.

(4) Adjudication of Defense Acquisition Corps (DAC) membership applications.

**2.3. EXECUTIVE DIRECTOR, TOTAL FORCE DIRECTORATE.** The Executive Director, Total Force Directorate, will:

a. Provide strategic guidance and resources for the planning and execution of DCMA training.

b. Ensure all travel expenses incurred for training, tuition assistance (TA), conferences, and leadership development are in accordance with applicable laws, regulations, and policies.

**2.4. TOTAL FORCE TRAINING PROGRAM MANAGERS (TPM).** DCMA Total Force Directorate TPMs will:

- a. Communicate with customers through functional directorate subject matter experts (SME) (Paragraph 2.5.) and training coordinators (TC) (Paragraph 2.8.) to ensure sufficient training capacity, appropriateness, and relevance of training services.
- b. Consolidate training requirements for their respective programs to project, schedule, resource, and report required training to meet Agency demand.
- c. Manage class schedules to maximize DCMA training opportunities.
- d. Manage class applications to prioritize employees' training opportunities.
- e. Evaluate market research and total known requirement of single and recurring requirements in order to determine if the requirement qualifies as a commercial-off-the-shelf (COTS) training event and the total aggregate cost. Such a determination is necessary to provide guidance on the appropriate procurement/payment method and advise the requiring office.
- f. Provide support to employees to meet published timelines.
- g. Provide operational support to the TC on the DCMA Learning Management System (LMS).
- h. Receive reports on the outcomes of training from the TCs and provide feedback to team leads. Team leads will provide feedback to the TPMs, functional directorate SMEs, and training providers, as necessary.

**2.5. FUNCTIONAL DIRECTORATE SME.** The functional directorates will provide SMEs who will:

- a. Be responsible for the functional program, policy, and all associated changes.
- b. Provide training requirements to the TPM on the type and amount of training provided.
- c. Receive reports from the TPM, TCs, Contract Management Offices (CMO), and components; analyze the reports and provide feedback on the quality and adequacy of the training provided.
- d. Provide input on changes to class schedules.
- e. Ensure that the curriculum is current, accurate, and indicative of the technical and professional training required by their functional area.
- f. Assist with the Needs Analysis process to identify existing and new training requirements.

- g. Review employee requests for fulfillment of training requirements.

**2.6. COMPONENT DIRECTORS AND REGION/CMO COMMANDERS.** Directors and Commanders will:

- a. Ensure that their assigned workforce receives required training, certification, and licensing, as indicated by the position occupied by each member of their assigned workforce. When mission allows, provide additional professional growth opportunities for their workforce.

- b. Provide guidance on training within their organizations, to include requirements specific to their workforce.

- c. Track completion of required training, certifications, and licenses.

- d. Ensure all employees have identified and posted accurate training requirements to DCMA's LMS.

**2.7. FIRST LEVEL SUPERVISORS (FLS).** The FLS will:

- a. Manage the training and development of their assigned personnel and ensure all training expenditures uphold and enhance the mission, vision, and values of DCMA.

- b. Take responsibility to ensure that requested training expenditures are the best use of government funds.

- c. Based on learning assessments, ensure that their assigned workforce receives proper training, certification(s), and licensing as required by the mission and position occupied by each member of their assigned workforce. When mission allows, provide additional professional growth opportunities for their workforce.

- d. Ensure proper development and posting of a relevant and accurate training requirements in DCMA's LMS for themselves and each of their assigned employees.

- f. Ensure that AWF employees are aware of and are making satisfactory progress toward:

- (1) DAWIA certification requirements as a condition of employment (COE).

- (2) Continuous learning points (CLP) requirement, routinely reviewing AWF employee requests for CLP approval.

- g. Request DAWIA position waivers for AWF employees when warranted.

- h. Assign remedial training, as appropriate.

- i. Provide input to prioritization of employee training requirements.



- j. Ensure all employees complete mandatory training requirements.
- k. Use available LMS to track completion of employee training and certifications/recertifications.
- l. Assign appropriate workload to allow employee to focus on accomplishing required training.
- m. Ensure employees are prepared to attend and successfully complete training. Additionally, supervisors will ensure that all prerequisite courses have been completed prior to the start date of the requested training.
- n. Determine if endorsement of request to grant fulfillment credit for previous training and experience is warranted.
- o. Determine if completed training was beneficial, accurate, and met workforce needs.
- p. Report shortfalls, inaccuracies, out-of-date instruction, inappropriate instructor behavior, etc., as outlined on the Resource Page.

**2.8. TCs.** TCs are the primary source of training guidance at both the Region and CMO/component level. TCs will:

- a. Maintain currency and knowledge of all DCMA training functions and processes by taking advantage of training opportunities offered by the TPM.
- b. Provide pertinent training and accurate guidance to their organization.
- c. Assist FLS within their organizations in tracking training requirements by providing data, analysis, and recommendations.
- d. Assist FLS in tracking training requirements. (Additional detail available on the Resource Page.)
- e. Forward feedback on completed training. (Additional detail is available on the Resource Page.)

**2.9. DCMA PERSONNEL.** All DCMA personnel (both AWF and non-AWF) will:

- a. Ensure they have proper training, certification(s), licensing, as indicated by their position's training requirements. When mission allows, seek professional growth opportunities for their career field.
- b. Understand their individual training, certification, and/or licensing requirements as indicated on their position's training requirements.

- c. Seek input, feedback, and approval of training requirements from their supervisor.
- d. Ensure accurate training requirements are posted to DCMA's LMS.
- e. Request and schedule training through the appropriate LMS.
- f. Prepare for and attend training.
- g. Remain on schedule to successfully complete all training.
- h. Provide FLS course completion certificates or other documentation, as applicable, to substantiate training completion and/or competency proficiency.
- i. Provide notification of unsuccessful completion of formal training to the FLS and TC, when applicable.
- j. Complete remedial training as assigned by FLS when unsuccessful in formal training,
- k. Provide feedback after completion of a training event to their supervisor on the adequacy, currency, and relevance of the training, and any inappropriate instructor behavior.

**2.10. DCMA AWF PERSONNEL.** In addition to the responsibilities outlined in Paragraph 2.9., all DCMA AWF personnel must:

- a. Understand COE associated with DAWIA certification and remain on track toward timely completion.
- b. Understand the CLP requirement and request approval of CLPs from their supervisor.

## SECTION 3: OVERVIEW OF TALENT MANAGEMENT PROGRAM

**3.1. PURPOSE.** DCMA’s Talent Management Program ensures the Agency adequately and appropriately trains its workforce to fulfill the Agency’s mission, addressing both professional and personal development of its employees. In order to ensure current and future success of the Agency, DCMA offers several types of training.

**3.2. TYPES OF TRAINING.** DCMA provides opportunities for several types of training (Mandatory, Position, and Leadership Development) to create a world-class workforce by supporting a strong educational and training foundation to meet both the requirements of current Agency functions and future career goals. Each type of training is explained in greater detail throughout this Manual.

**a. Training required of all DCMA personnel.** This training is generally referred to as “Mandatory Training” and includes training all members of DCMA are required to complete on either a one-time or periodic basis. These training requirements are often disseminated through DCMA taskers. While many of these requirements are tracked through DCMA’s LMS, the tasker identifies the program manager (PM) for each program.

**b. Training Required by Position.** There are three major programs that provide training necessary for the DCMA employees based on their position within the agency.

(1) DAWIA Program. DoDI 5000.66 mandates training requirements for all DoD AWF personnel. While DAWIA training and certification are not designed to provide instruction on a specific function or job, they provide a solid foundation for successful acquisition careers. Human Capital Initiatives Defense Acquisition Workforce Program Desk Guide grants AWF employees a grace period from the date of assignment to achieve the appropriate DAWIA certification (career field and level) for their assigned position. Timely certification is a COE. For further discussion of DAWIA requirements, refer to Section 5. The Defense Acquisition University (DAU) prescribes and maintains the standards of the DAWIA program. DAU provides DAWIA training and approves external curriculums for DAWIA credit (see Paragraph 5.7.a.). DAU manages its classes according to DAU procedures, through the 4th Estate LMS. Because DAWIA certification is a DoD requirement, DAU generally funds DAWIA training for DCMA through allocation to the 4th Estate. Paragraph 5.8. provides additional detail on DAU funding.

(2) Technical Training Program. To address training required for DCMA’s functions and positions, the TPMs consolidate training guidance, requirements, and feedback from the functional directorates. Based on SME input, the TPMs develop and update functional training requirements to identify training requirements by position or function, identifying which of the training is required versus optional. There are several sources of this training: DCMA instructors, external providers, and the College of Contract Management (CCM). Because DCMA designs and requires this training, DCMA provides the funding through allocation to the TPMs.

(a) Employees use DCMA's LMS to apply for courses provided by DCMA instructors and by non-DAU/CCM external providers.

(b) CCM provides the third category of DCMA Technical Training. CCM provides this training to meet DCMA-specific requirements. As one of DAU's two colleges, CCM shares processes with DAU's DAWIA training. When applying for any CCM class, DCMA employees will utilize the 4th Estate LMS. Because this training was identified by DCMA for use by its own workforce, travel to CCM classes is not funded by DAU. When applicable, notification of funding is provided by the DCMA TPM.

(3) Supervisory Training. DCMA offers supervisors training on the rules and regulations of supervision, as well as on effective leadership.

**c. Leadership Development.** Additionally, DCMA employees are encouraged to take advantage other training opportunities. While position or grade may require the completion of certain training, most opportunities in the following categories are optional.

(1) TA. This program enables DCMA to fund expenses associated with educational expenses for employees taking qualifying academic courses. (See Section 7).

(2) Local Training (LT) and Conferences. Sections 8 and 9 outline the processes by which DCMA may pay expenses associated with LT opportunities and conference attendance for employees to meet an identified agency training need.

(3) Centralized Development Program (CDP). Under this program, DCMA offers short and long-term leadership programs and other developmental training opportunities. (See Section 10.)

**3.3. IMPORTANT CONCEPTS AND TERMINOLOGY.** Across DCMA's Talent Management programs, (i.e., DAWIA, Technical Training, Leadership), there are common terms and concepts that are crucial to an understanding of the training environment. Where applicable, each program provides specific guidance later in this Manual.

**a. Training Requirements.** DCMA makes sufficient and appropriate training available to the Agency to address skill and knowledge gaps in the Agency. DCMA determines training requirements by consolidating the data provided from individual employee training requirements. Section 4 covers this topic in more detail.

**b. Quota.** Also referred to as a "seat." Each class -- except for online training (OLT) -- can accommodate a finite number of students. Several factors can determine the quotas, such as the physical configuration of the classroom, instructor span of control, budget limitations, etc.

**c. Reservation.** When the TPM grants final approval of a student's application and notification has been sent, the student holds a reservation or an assigned seat in the class.

**d. Wait Status.** If a student cannot secure a reservation at the time of application (e.g., due to quota availability), the TPM or the relevant LMS may assign the student to a wait list. The student may “roll” into a reservation if a class vacancy becomes available at a later date. If vacancies become available, the TPM or LMS will assign seats based on various criteria.

**e. Cancellation.** Reserved training seats represent a scarce and often costly resource to DCMA. For this reason, the TPMs insist upon adherence to the established class cancellation process. Situations occasionally justify cancellation from a class. In such a situation, a request will be submitted according to processes and timelines outlined in the Resource Page. Without approval of a requested class cancellation, a student must attend the class.

**f. No Show.** In the event a student does not arrive to fill a reserved seat in a class, that individual will be reported as a No Show. For example, a cancellation request received outside the relevant cancellation timeline will be disapproved; that student will be marked as a No Show for failing to report to class.

**g. Swap.** If it is advantageous to both individuals and to the organization, it is possible for two DCMA employees with active class applications to exchange application status. In order to swap applications, the timeline allows for the minimum time necessary to successfully prepare both students for the class. Timelines may vary from course to course depending on course requirements (e.g., pre-coursework). See Resource Page.

**h. Equivalency and Fulfillment.** In DCMA’s Talent Management programs, there are two options for earning course credit that do not require attendance at the identified course. However, it is still DCMA’s position that completion of prescribed courses is the most effective means of gaining course credit.

(1) Equivalency. The relevant authority (e.g., DAU for DAWIA courses) has identified specific alternate classes/training events that provide the same training objectives as the required course. Completion of the alternative class is acceptable as a substitute, thereby enabling the requesting individual to receive credit for successful course completion.

(2) Fulfillment. Previous education, training, and experience enable a DCMA employee to receive credit for mastery of the training objectives of the required course. Because fulfillment is more subjective than equivalency, the requestor must provide necessary documentation to the relevant authority for review.

**i. Training.** Section 801 of Title 5, United States Code, and DoDI 1400.25, Volume 410, list the criteria for events to qualify for funding as training. Regardless of the title given to an event by the organizer, TPMs must use the DoD definitions (see this Manual’s Resource Page) to determine whether the event qualifies as a training event and is eligible for funding under the Agency’s LT program.

**j. Conference.** DoD defines a conference as “A meeting, retreat, seminar, symposium or event that involves attendee travel.” An event that does not qualify as training (Paragraph 3.3.i.) is considered a conference.

### 3.4. METHODS OF PAYMENT.

a. The Agency has four ways to pay:

(1) Employee reimbursement. The employee obtains approval in advance through the Standard Form (SF) 182, “Authorization, Agreement and Certification of Training,” process provided on the Resource Page, obtaining approval from:

(a) The employee’s supervisor, who affirms that the training is in the best interests of the Agency.

(b) The Program Manager, to ensure that:

1. The training request is administratively correct and follows Agency priorities.

2. Funds are available in the appropriate account to pay for the expense. The employee then pays for the training from personal funds. After successful completion of the course, the employee submits a request for reimbursement of the approved amount in accordance with the DCMA reimbursement process.

(2) Pre-payment with Government Purchase Card (GPC). The GPC may be used “in lieu of employee reimbursement” for a limited category of training referred to as COTS, up to a limited dollar threshold for the total known requirement. Use of GPC in lieu of employee reimbursement is the preferred method whenever possible, as it minimizes the administrative and financial burdens on both the Agency and the employees involved. There are strict limits on the use of the GPC, both in terms of what the GPC can buy, from whom, and what amounts. The responsible PM can offer additional detailed guidance on this topic. Consult guidance on use of the GPC for training in DCMA-MAN 4301-03, Volume 2, “Contracting and Acquisition: Government Purchase Cards,” the Resource Page, or the GPC program for more details.

(3) GPC direct purchase. For training events tailored to DCMA (that is, an event that does not qualify as a COTS training event, such as an event which in any way is customized for DCMA’s benefit or conducted specifically at DCMA’s request), the GPC may be used to fulfill total known requirements for the same/similar training up to the current statutory threshold, subject to the Service Contract Labor Standard. The GPC will not be used for total known requirements of this type of training exceeding those thresholds. The responsible program manager can offer detailed guidance on this topic. See DCMA-MAN 4301-03, Volume 2, for current specific thresholds.

(4) Contract. For training requirements that exceed the applicable GPC purchase limits, the TPM advises the requestor that GPC cannot be used for the requirement and to obtain the training either via employee reimbursement or by contract. If a contract is desired, the requestor submits a procurement package to the Procurement Center at least 6 months in advance of the date of training. See DCMA Instruction (DCMA-INST) 140, “Purchase Request Package,” for additional information.

b. Key points for use of the GPC:

(1) Only the authorized cardholder can place the order with the school/vendor. Non-cardholder employees are not authorized to place orders or register for the event.

(2) Reimbursement is available by exception only, when use of GPC is not possible.

(3) Prior to payment by GPC, the employee must personally call the school/vendor (do not rely on websites) and verify the following prior to submitting a request:

(a) If the purchase request involves courses for academic credit, the school holds accreditation by an organization recognized by the U.S. Department of Education (DOE). The U.S. DOE Database of Accredited Post-Secondary Institutions and Programs provides a listing of recognized institutions (also available through the Resource Page).

(b) The school/vendor accepts payment by GPC.

(c) The school/vendor will provide an invoice for the training. This is a document provided prior to the conduct of the training event, detailing the goods and/or services provided.

(d) The school/vendor will provide a payment receipt to the GPC holder for the payment.

(e) The school/vendor will provide a specific point of contact and telephone number for the GPC holder to call and make payment. A call center number or other generic office number is insufficient. The GPC holder must have one or more specific individuals to contact to work through any issues.

(4) If the school/vendor is able to process a GPC payment only through a third party (such as PayPal®), special approval from the GPC program will be required prior to payment for the event. Refer to the Resource Page for additional guidance.

c. Key Points for Reimbursement:

(1) If the school/vendor does not meet the criteria in Paragraph 3.4.b., payment by GPC is not an option. Only then can an employee request pre-approval for reimbursement.

(2) It is critical that the employee get pre-approval for the expense prior to spending personal funds. Once the student has received approval from the PM, the student can pay for the course with personal funds. Upon satisfactory completion of the course, the student will submit the SF 1034, "Public Voucher for Purchases Other Than Personal," for reimbursement. The PM establishes and maintains detailed guidance on the procedures and requirements on the Resource Page.

(3) The Resource Page provides detailed instructions to complete and submit reimbursement requests.

(4) The PM will deny reimbursement to any employee who expends funds without prior authorization.



## SECTION 4: TRAINING REQUIREMENTS

**4.1. GENERAL.** To maximize the effectiveness of DCMA's Talent Management Program, it is imperative that the TPMs have an accurate understanding of the training requirements of the Agency's workforce. Effective training has two components: appropriate and relevant curriculum and sufficient capacity.

### 4.2. PROCESS.

a. DCMA utilizes the following to determine training needs.

(1) **Authoritative Documents.** Federal law, DoD, and DCMA policies and regulations are authoritative documents that mandate training.

(2) **Needs Analysis process** to identify existing and anticipate new training requirements.

b. There are several elements that ensure the availability of effective training for DCMA's workforce. The consolidation of individual training requirements determines the Agency training demand, which dictates the resources necessary to train the DCMA workforce. This includes federal training requirements, agency training requirements, organizational training requirements, position training requirements, as well as training necessary for a specific individual based on a training need identified by the FLS through competency assessment. Working with their supervisor and mentor, individual employees have the opportunity to receive training beyond what is required by their position or function within the Agency. Elements of individual training requirements are:

(1) **Position-Based Requirements.** This training is relevant to the needs of the position, and a position may have training requirements associated with it. The types of position-based training requirements fall into one of two categories.

(a) **DAWIA Requirements.** If the position is coded as Acquisition, DAWIA training requirements identify requirements to support the appropriate DAWIA certification.

(b) **Functional Requirements.** As referenced in Paragraph 3.2.b.(2), CMOs, components, and functional directorate SMEs through the Needs Analysis process, provide input into the development of functional training requirements. These training requirements identify required and optional training for employees based on assigned position/duties.

(2) **Individual-Based Requirements.** Based on an employee's training gaps, the supervisor and employee can add individualized training requirements.

(a) **Course Catalogs.** DCMA has an extensive catalog of training opportunities available to the workforce, available through the Resource Page. Some of these training events may meet an identified requirement.

(b) Non-Catalog Based Individual Requirements. An individual might have a training requirement or goal that is not available through an existing course catalog. Examples are courses funded by DCMA through the TA program, attendance at a conference, or selection to attend one of many leadership training opportunities. Annual taskers request input on training requirements for the following year in order to anticipate resource requirements.

c. Consolidation of Training Requirements. DCMA's LMS consolidates individual training requirements, enabling the TPM to anticipate annual funding requirements and produce class schedules. Accuracy of the individual training requirements supports accurate budgeting by the TPMs. Adherence to training requirements and conscientious class attendance support efficient execution of the training budget. This consolidation of requirements also provides the data needed to determine the appropriate procurement and/or payment method for the total known requirement.

## SECTION 5: DEFENSE ACQUISITION WORKFORCE IMPROVEMENT ACT PROGRAM

**5.1. GENERAL.** The purpose of this section is to implement policy for the management of training directed by the DAWIA program. This includes the identification of requirements, application for training, associated travel, and participation in or cancellation of the training. This section also includes an overview of DAWIA certification requirements, waivers, and DAC membership.

**5.2. CERTIFICATION LEVELS.** Each DoD Acquisition and Sustainment position has a required level of certification. There are three certification levels: Level I (Basic or Entry), Level II (Intermediate), and Level III (Advanced). The level designated should correspond to the level of responsibility and expertise required by the position, typically corresponding to the grade of the position as indicated below:

**a. Civilian Positions.** While not the sole factor in determining the DAWIA level associated with a position, DCMA generally adheres to the following guidelines:

(1) General Schedule (GS) 5 through 8 (and equivalent) typically require Level I certification.

(2) GS 9 through 12 (and equivalent) typically require Level II certification.

(3) GS 13 and above (and equivalent) typically require Level III certification.

(4) DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo). DAWIA requirements for DCMA AWF positions under AcqDemo are determined by the position's previous GS rating, as recorded on the associated Position Requirement Document.

**b. Military Positions.** Individual services dictate DAWIA levels for military members. Refer to DCMA-MAN 4202-04.

### 5.3. APPLYING FOR TRAINING.

**a. Identify DAWIA and DCMA Requirements.** To be eligible to attend DAU courses, DCMA employees must meet the following criteria:

(1) Hold a position coded as Acquisition in one of the career fields and levels outlined in the DAU iCatalog or meet eligibility requirements under Paragraph 5.3.a.(2)(b).

(2) Have a DAU or DCMA course requirement documented in their training requirements in accordance with:

(a) Core Certification Standards published in the DAU iCatalog for the assigned career field and DAWIA level required, or

(b) A documented DCMA training requirement.

(3) Have completed any prerequisite courses prior to the start date of the follow-on class.

(a) Course completion may be earned through equivalency or fulfillment credit (Paragraph 5.7.) as well as through class attendance.

(b) A class reservation may also be approved if the student holds a valid reservation for the prerequisite, and the end date occurs prior to the start date of the follow-on class. Note that failure to complete a prerequisite may cause the follow-on class to be cancelled.

**b. Prioritize Training.** The DAWIA Team processes applications on a “first come, first served” basis, in accordance with the assigned priority, DAU policy, and quota/funds availability. The DAWIA Team verifies priority designations of class applications as outlined below:

(1) Priority 1. AWF members who must meet position training requirements (i.e., certification) have the highest priority for attendance at DAU courses. Priority 1 students in a WAIT status may “bump” reservations held by Priority 2-4 students in the same class.

(2) Priority 2. This training includes courses required to meet requirements for the next higher level of certification. Approval for these courses is contingent upon availability of seats and funding. When a course designated as Priority 2 is a documented DCMA requirement, the application will receive a higher precedence for processing.

(3) Priority 3. This priority includes applications for courses that are outside the employee’s primary career field. DCMA funds Priority 3 applications; therefore all approval is contingent upon availability of funds. When a course designated as Priority 3 is a documented DCMA requirement, the application will receive a higher precedence for processing.

(4) Priority 4. This category includes DAU applications from non-acquisition personnel. If seats are available and the non-AWF employee has completed all required pre-coursework, non-acquisition employees may attend:

(a) OLT courses.

(b) Virtual instructor-led training (VILT) courses when there is a documented DCMA requirement.

(c) Resident courses:

1. With DCMA funding when there is a documented DCMA requirement.

2. At no cost to the government, if no DCMA requirement has been documented.

**c. Register for Classes.** DCMA employees will register for classes through the 4th Estate LMS. Military personnel assigned to DCMA must use their respective service's registration system. Access to DoD registration sites requires a DoD Common Access Card. During the class registration process, applications will be sorted, verified, and prioritized according to the criteria in Paragraph 5.3.b.

(1) It is the responsibility of the individual employee to maintain an accurate profile in the 4th Estate LMS to ensure that a student's class eligibility is correctly reflected.

(2) Class applications will also be reviewed based on travel funding requirements and their adherence to DAU's Cost-Effective Location (CEL) policy. The intent of the 4th Estate LMS CEL module is to maximize student throughput by minimizing TDY costs. The CEL model works by projecting travel costs based on information in the student profile and other systems to suggest training opportunities with the lowest travel costs.

(a) Cost Effective Locations. When an employee applies for training, the 4th Estate LMS will suggest training at the location(s) with the lowest associated travel cost. The 4th Estate funds priority 1 training in a CEL. If a student selects one of the system-recommended CEL, the application will follow the normal approval process. In instances where travel is less than \$250 over the CEL cost, Quota Managers are authorized to review the justification, and, if appropriate, approve the application as a CEL reservation.

(b) Non-Cost Effective Locations (NCEL). The 4th Estate is not required to fund travel to an NCEL. If an NCEL is selected, the employee will be required to submit justification and/or intended cost savings measures.

1. NCEL applications submitted with insufficient justification and/or cost saving measures will be disapproved by the DAWIA Team.

2. NCEL applications with sufficient justification and/or cost saving measures will be placed on HOLD and forwarded to 4th Estate Travel Manager for review and funding determination. An application placed on hold does not guarantee a reservation.

**d. Walk-in.** An alternate means of securing a seat in a class is through DAU's "walk-in" process. Walk-ins will not receive reimbursement for any expenses associated with class attendance. Refer to the Resource Page for specific guidance.

**5.4. CANCELLATIONS AND SWAPS.** Once a student gains a reserved seat in a DAU class, attendance is mandatory. Barring unforeseen circumstances beyond the employee's or management's control, cancellations and swaps must follow the process outlined in this Manual.

**a. Cancellations.** A student may request cancellation to remove a class reservation with proper approval and within specified time constraints.

(1) Reasons.

(a) Only rare and unusual circumstances (e.g., unanticipated family issues, medical emergencies, military mobilizations, or deployments) are acceptable reasons to request cancellation from a class.

(b) Previously planned or predictable situations (e.g., workload or vacation) are generally not acceptable reasons to cancel out of a class. Leaders must exercise good judgment when endorsing such cancellation requests.

(2) Cancellation Process.

(a) In the event that a student must cancel from a class, the DAWIA Team requires a memorandum requesting cancellation. The student initiates the memorandum for endorsement through their chain of command, through the level of Region Commander or Executive Director.

(b) Receipt of the cancellation memorandum by the DAWIA Team does not equate to approval of the request. Cancellations must be approved in the 4th Estate LMS before the reservation close date. In order to properly process the cancellation request, the DAWIA Team must receive the request for class cancellation and required memorandum of endorsement well in advance of the reservation close date. Once approved by the DAWIA Team, official notification to the student indicates approval of the cancellation. See the Resource Page for a detailed timeline. The cancellation memorandum is official acknowledgement by leadership of the associated:

1. Resource impact: a quota is being relinquished, and

2. Training impact: an employee has forfeited an opportunity to attend training with no current plan to attend the class at a future date.

(c) Because quotas are scarce resources, DCMA will attempt to place a substitute into the seat vacated by a cancellation. If the CMO/component is able to identify a student to substitute for the cancellation, the organization TC will submit the name along with the cancellation request. The ability to transfer a reserved seat to another employee is dependent on several factors:

1. The substitute must have an active (not expired) application in the 4th Estate LMS for the same course. The active application may be in either a reservation or a wait status.

2. The request to place a substitute into a reserved seat that has been vacated by a cancellation must be received by the DAWIA Team well in advance of that class's reservation close date to ensure that the substitute can be registered in the class and has sufficient time to request travel and have it approved.

3. Because this transaction ("cancellation with a substitute") involves a cancellation, a cancellation memorandum is required.

(d) If the student requesting cancellation is able to attend the class that the substitute is relinquishing, this transaction will be processed as a Swap.

**b. Swaps.**

(1) A swap is possible only between two students with active applications for the same course (e.g., attending same course on different dates). As in a substitution, the active applications may be in either a reservation or a wait status. Keep in mind that a student with a reservation may request a swap with a student who is in a wait status, but the first student would give up a confirmed seat for a space on a waiting list.

(2) The CMO/component will determine the need for a swap. The intent of a swap is usually either to avoid the loss of a reserved seat or to ensure that a more urgent need is met. Examples of circumstances justifying a swap are imminent certification due date, family issues, medical emergencies, deployments, contractual commitments, etc. If conditions are met, the DAWIA Team will swap the identified students in accordance with the CMO/component request.

(a) Swaps normally occur within a CMO/component. However, there are circumstances when the swap could involve a student from another CMO/component. If that should occur, the regional TC will direct the coordination between the respective organizations' TC.

(b) When a swap is requested, the DAWIA Team requires that an email be submitted from the supervisor(s) of the students involved through the TC to the DAWIA Team to acknowledge that both supervisors and students are aware of the swap. A cancellation letter is not required for a swap:

1. No training seat is lost.
2. Both employees receive training.

(c) The swap process applies only to resident courses and VILT courses.

**5.5. PREREQUISITES.**

a. DAU, in conjunction with the Functional Leaders at OSD, has established prerequisites for many training courses.

b. Students must meet course prerequisites and ensure they possess capabilities acquired through previous training, education, and/or experience to provide the knowledge, skills, and abilities essential for successful participation in a higher-level course.

**5.6. PREDECESSORS.** When DAU adds an updated course to their course catalog, the older course may become a predecessor course. Predecessor courses are acceptable for meeting current DAU course requirements. See the Resource Page for specific DCMA policy.

**5.7. EQUIVALENCY AND FULFILLMENT.** DAU administers the DAWIA Equivalency and Fulfillment programs. DCMA does not have final authority in decisions regarding the granting of equivalency and fulfillment credit of DAU courses.

**a. Equivalency Program.** Students have an additional option for completing requirements for their DAWIA certification program through DAU's Equivalency Program. DAU reviews and evaluates the materials and standards of training provided by other organizations (e.g., federal government agencies, colleges/universities, private vendors, and non-profit organizations). If those training opportunities meet DAU's standards and adequately address all learning outcomes for a selected DAU course, DAU may accept them as equivalent to one or more DAU courses. It is DAU's policy to accept equivalent training completion and grant credit without further assessment of the student.

**b. Fulfillment Program.** DAU provides AWF members of the 4th Estate the opportunity to complete course prerequisites and functional training requirements through its fulfillment program. This program permits the assessment of a workforce member's demonstrated competencies (i.e., capabilities acquired through previous training, education, and/or experience) against the learning outcomes/objectives of select DAU courses.

(1) The DAU fulfillment program is available only for workforce members serving in acquisition positions.

(2) Fulfillment is applicable to DAU courses, except for 400-level courses and Continuous Learning Modules.

(3) The fulfillment option is intended only for highly qualified individuals who are able to document mastery of the relevant coursework.

(4) It is the position of the 4th Estate Director, Acquisition Career Management (DACM) and DCMA that there is great benefit to both the employee and the organization to attend the training required for certification.

**c. Processes and Requirements.** See Resource Page.

## **5.8. TRAVEL PROCESS.**

a. DAU allocates funding to DoD agencies to assist with student travel expenses. In accordance with the 4th Estate DACM Reference Guide, the 4th Estate DACM Office will make decisions based on funding availability.

b. In the event that 4th Estate does not fund DCMA travel, funding by DCMA is at the discretion of the TPM and subject to funds availability.

c. DAU Local Travel. Because DAU does not fund student travel within the local commuting area, DCMA funds local travel within Joint Travel Regulation (JTR) guidelines and funding availability. See Resource Page for details.



d. Students will not travel without proper authorization. See Resource Page for additional information.

e. Upon completion of travel, employees must submit their travel vouchers.

**5.9. CLASS ATTENDANCE.** Students receive reporting instructions (e.g., date, time, location) in the welcome letter/email. Detailed instructions and guidelines for class attendance can be found in DAU Directive 704.

**5.10. NO SHOWS.** If an employee has a reservation for a class but fails to attend the training without an approved cancellation, a “No Show” will be annotated in DATMS. When an employee receives notification of a “No Show” from DAU, written justification must be submitted to the FLS and the TC within 14 days of the notification. Written justification may be in the form of an email or other official documentation. The TC will submit the “No Show” justification to the DAWIA Team. The DAWIA Team will carefully review the justification for approval or disapproval.

a. If the justification is approved, the DAWIA Team will clear the “No Show” annotated in the 4th Estate LMS and the employee will be allowed to register for classes without constraint.

b. If after careful review, the DAWIA Team determines the justification to be insufficient, the “No Show” will not be cleared in the 4th Estate LMS and the employee will be denied registration in future offerings of all DAU courses for a period of 180 days.

#### **5.11. ACTIONS UPON NOTIFICATION OF ACADEMIC FAILURE.**

a. Occasionally, a student will be notified early in a class that they have not accumulated sufficient points to graduate on the final day of class. Upon such notification, the student will immediately contact their supervisor for return instructions. The FLS and the DAU instructor may discuss the option of allowing the student to audit the remainder of the class if they agree that exposure to the remaining curriculum would be beneficial to the student.

b. Before the DAWIA Team approves a repeat attempt at a course, the FLS must validate in the comments section of the application that appropriate remediation is complete and that the student is prepared to successfully complete the course. The Resource Page provides further guidance.

#### **5.12. CERTIFICATION.**

a. DAWIA certification requirements are established by DoDI 5000.66, the Human Capital Initiatives Defense Acquisition Workforce Program Desk Guide, and the 4th Estate DACM Reference Guide. Certification standards are outlined in the DAU iCatalog.

b. AWF employees are granted a grace period to attain the DAWIA certification appropriate for their assigned position. The certification period starts on the date the AWF employee enters a new acquisition career field or DAWIA level. If, during the grace period, a DCMA employee

transfers to another position (e.g., promotion or reassignment), a new 24-month period begins *only* if the transfer causes a change in primary acquisition career field or DAWIA level. Each acquisition career field has mandatory education, training, and experience requirements for certification at each career level.

c. Before requesting certification, employees must meet all DAWIA career field and level certification education, experience, and training requirements in effect at the time of application. Certification will be requested through the 4th Estate LMS. Recommending officials and certification approving officials (CAO) will review the mandatory certification requirements to verify/validate compliance by the requestor. See the Resource Page for the certification process.

d. Key provisions of the certification process include the following:

(1) When they have completed all required experience, education, and training requirements, the employee will request certification. The request will be routed through their FLS (the recommending official), with all necessary documentation.

(2) The FLS will review, verify, validate, and recommend/not recommend the employee's request for certification. The FLS will forward the request for certification to the CAO.

(3) The CAO is an individual who has extensive knowledge and experience in the career field under review and is senior to the recommending official. The CAO will hold Level III certification in the same career field as the requestor.

### **5.13. WAIVERS.**

a. There are two types of DAWIA waivers.

(1) Position Waivers. In those rare circumstances when an employee does not achieve the required certification within 24 months, that employee must receive an approved waiver to remain in the acquisition position. Certification itself cannot be waived; the waiver merely allows the employee to remain in the acquisition position until such time as all certification requirements are met. The CAE is the approval authority for all waivers. The FLS will ensure employees complete certification requirements and gain certification in the primary career field and certification level of their current position within 24 months or request a waiver to extend the certification period. The FLS will ensure that a waiver request is initiated when it is apparent that an employee will not achieve DAWIA certification within 24 months. All requests for position waivers must include a stringent get-well plan that:

(a) Is specifically tailored for that employee and

(b) Results in the required certification.

(2) Tenure Waivers. Tenure waivers permit the incumbent of a KLP or CAP to accept a reassignment or a release from the position before completing the tenure obligation.

b. Employees within their 24-month certification window, who are called to active duty as a member of a reserve component of the U.S. military, may submit a request for a DAWIA position waiver. The 24-month certification period does not reset or start over when the reserve component member returns to the DCMA workforce; but an approved waiver should extend the certification period by a reasonable amount of time to complete the certification process. The CMO/component will submit position waivers prior to the mobilization if the 24-month grace period will expire while the employee is on active duty.

#### **5.14. DAC.**

##### **a. Background.**

(1) DAC membership is available to all AWF members who meet the eligibility criteria, as defined in DoDI 5000.66.

(2) Members of the AWF who already hold membership in the Acquisition Corps of another DoD component are considered DAC members.

(3) Persons selected for CAPs or KLPs have special requirements regarding DAC membership. DoDI 5000.66 outlines CAP and KLP DAC membership requirements.

**b. DAC Eligibility Criteria.** See DoDI 5000.66.

**c. DAC Requirements for CAP/KLP.** (See Paragraph 5.16.)

#### **5.15. CLPs.**

##### **a. Continuous Learning (CL) Program.**

(1) DCMA AWF members are on a 2-year CLP cycle that begins on January 1 of the even year and ends on December 31 of the following odd year.

(a) AWF must attain 80 CLPs per cycle, with a goal of earning 40 CLPs every year.

(b) Newly hired members of the AWF who join the CLP cycle late will be assigned an adjusted CLP requirement.

(2) The intent of the CL program is to increase functional proficiency, maintain currency, increase leadership and cross-functional competencies, and keep pace with initiatives in the dynamic acquisition environment.

**b. Earning CLPs.** AWF employees may earn CLPs through a variety of events, including DAU training opportunities, local training events, conferences, rotational assignments, and other professional events.

(1) The 4th Estate LMS automatically awards CLPs for DAU course completions other than pilot courses.

(2) Points for Pilot Courses.

(a) DAU does not associate CLPs with courses that are in a pilot phase.

(b) Once DAU has assigned a CLP value, the individual may manually request points by adding the word “Pilot” to the DAU course title.

(c) In the comments section, the individual must indicate the event is a DAU pilot course that did not have points assigned at the time of course completion.

(3) Points for Fulfillments. Under no circumstances will supervisors award CLPs for fulfillments. They may, however, approve CLPs for components of a fulfillment that meet the criteria, to include dates that the CLPs are earned.

(4) CLPs are specifically approved for training events an individual attends that can be quantified.

(5) Points for Equivalencies.

(a) Because equivalent courses are provided by non-DAU providers, they do not automatically earn CLPs in the 4th Estate LMS.

(b) Students may request points for the courses they complete, using the vendor’s course title. Supervisors will approve only the same number of points DAU offers for the equivalent course.

(6) The individual AWF employee requests CLPs; supervisors are responsible for approving CLPs.

**5.16. CAP AND KLP.** CAPs and KLPs are positions of significant acquisition-related responsibility, as identified by the Director, DCMA. To support the responsibilities of their positions, they have additional qualification requirements, to include acquisition experience, DAC membership, and a 3-year tenure agreement. For CAP/KLP qualifications and discussion of position/tenure waiver requests, see DoDI 5000.66.

**a. CAPs.** CAPs are typically in an organization that has a primary acquisition mission. CAPs require tenure to ensure stability and provide accountability for the acquisition program, effort, or function, and must be filled by military officers at the grade of O-5 or higher or civilians at the grade of GS-14 (or equivalent) or higher. Acquisition Senior Executive Service positions and Senior Level/Professional positions that are not KLPs (see Paragraph 5.16.b.) must be CAPs.

**b. KLPs.** KLPs are a subset of CAPs with a significant level of responsibility and authority and are key to the success of a program or effort. These positions warrant special management attention to qualification and tenure requirements.

**c. Requirements.** Because of the nature of CAPs and KLPs, these positions have requirements beyond the qualifications of other AWF positions. In addition to the certification standards and CL requirements applicable to all AWF positions, KLPs and CAPs have additional requirements they must meet before assignment. See DoDI 5000.66 for specific requirements.

**d. Waivers.** See DoDI 5000.66 for specific waiver requirements for CAPs/KLPs.

## SECTION 6: TECHNICAL TRAINING PROGRAM

**6.1. GENERAL.** Each DCMA position should have assigned, relevant training requirements, which contain the required and optional courses for that position. The Agency requires that the employee holding that position possess certain knowledge, skills, and abilities in order for the Agency to achieve mission accomplishment. This training is DCMA's technical training. DCMA commits to providing the right training, to the right employee, at the right time.

**6.2. TRAINING REQUIREMENTS.** DCMA's Needs Analysis process, in coordination with the CMO/component and functional directorate SMEs, assigns employees the appropriate curriculum of required and optional courses, based on their assigned positions. This curriculum becomes a training requirement. When an individual employee, with the guidance of the FLS, compares training requirements to their own skills and abilities, a training gap may be evident. The employee and FLS use available courses to fill that training gap and schedule those courses within mission requirements. If training gaps cannot be adequately addressed through existing DCMA and DAU course catalogs, additional training opportunities may be available through LT (Section 8).

**6.3. APPLYING FOR TRAINING.** The following procedure enables employees to apply for DCMA technical courses:

**a. General.**

(1) TPMs will post classes to the DCMA LMS on a fiscal year (FY) basis; the FY class schedule opens for registration in the 3rd Quarter of the previous FY. TPMs will not approve registrations for recertification courses unless the last start date requested is not earlier than 90 days before the employee's certification expires. To ensure a valid registration occurs, the employee should apply as soon as possible to the correctly-timed course.

(2) DCMA employees will take actions necessary to identify, register for, attend, and successfully complete DCMA courses their functional community has identified as either being required for all employees in their primary career field or as applicable to the position they are occupying. Supervisors will meet with the DCMA employee and determine the best sequencing and timing to accomplish this training. In all cases, the supervisor will ensure a mission capable force receives appropriate training. If resources are available, DCMA supports cross training, but the employee's primary effort is completing courses required by their position. Supervisors will ensure that employees meet all prerequisite requirements prior to start of the requested training event.

(3) In addition to the selection criteria, individuals and supervisors will assign an appropriate priority designation and in the order of precedence listed below. The FLS is responsible for ensuring required courses appear on the employee's assigned training requirements. Priorities are as follow:

(a) Priority 1. Attendance in this class is critical to the ability of the organization to

achieve its mission. Failure of an employee to attend this training places the organization at risk of mission failure. This priority includes those circumstances in which the organization would have to “borrow” a trained asset from another organization in order to meet mission requirements.

(b) Priority 2. The position requires this training, but adequate employee coverage exists so that the organization is not at risk of mission failure. This priority includes those positions for which the organization can meet mission requirements by alternating work schedules or providing compensatory time/overtime.

(c) Priority 3. Training that falls in this priority includes cross-functional training and/or train-ahead. Examples include a systems engineer taking a quality assurance course to increase breadth of knowledge.

#### **b. Course Application Process.**

(1) To apply for non-DAU/CCM classes:

(a) All civilian personnel assigned to DCMA will use the DCMA LMS. The supervisor should:

1. Ensure that employees register for courses in a timely manner, beginning in April for training to occur in the next FY. Once the CCM and DCMA catalogs are published, employees should immediately apply for all training in the upcoming FY.

2. Review employee applications in the DCMA LMS to ensure courses appear on the employee’s training requirements.

3. Ensure employee meets all prerequisites and that the assigned priority level is in accordance with this Manual. Should a prerequisite course be required in the same FY, supervisors should ensure that the employee has a valid registration for the prerequisite and that the prerequisite will be completed prior to the start date of the requested course. Prerequisites such as the current Visual Acuity Exam and prior certifications for recertification courses are not waivable.

(b) The technical training schedule for CCM courses no longer uses the regional quota system. All technical training courses utilize the first registered, first served process. This allows for training to occur during mission cycles most conducive to the mission of the organization. Additionally, the employee and supervisor will be able to plan around the training throughout the year. Lastly, this approach ensures that classes fill to capacity and are fully funded.

(c) If timing is not an issue, employees who work/reside near a training site should apply for the class closest to them geographically. In these cases, the employee and the supervisor will make a note in the application indicating the circumstance.

(d) As the FY progresses, some classes will not gain enough registrants to conduct that course offering. The TPM will send out a recruit notice through the TCs for employees to submit applications. When a course becomes full, the TPM will determine whether sufficient demand exists for additional offerings. A recruitment email will be sent out when new classes are placed into the catalog.

(e) Technical Training Team TPMs must receive an application prior to the registration close date in order to process it.

(f) Employees will submit applications for a class as soon as possible.

(g) If applicable for the specific class, TPMs will send travel instructions to all class registrants and TCs not later than 25 days before the class start date.

(h) The organization's TC can assist in the process, should an employee or their supervisor face difficulties in the application process or in any training process through post attendance recognition of course completion. Organization TCs have the smallest supported-to-supporter ratio and will provide the most responsive support to the employee and FLS. If the organization TC cannot solve the problem, they will elevate the issue to the regional TC, and then to the TPM until a resolution is achieved.

(2) To apply for CCM classes, DCMA employees will initiate the application in the 4th Estate LMS.

**6.4. CANCELLATIONS.** A formal request for cancellation will be submitted for approval of all class cancellations with the exception of free OLT. The detailed process for cancellation request can be found on the Resource Page. To request cancellation of a free OLT class, supervisors must email their TC for coordination with the TPM.

a. The DCMA LMS manages the cancellation process for DCMA technical courses.

b. If the cancellation request is for a CCM class, the student must submit a cancellation request in the 4th Estate LMS in addition to the signed cancellation memorandum.

c. If the cancellation memorandum includes a replacement, the TPM will cancel the identified employee and register the replacement in the class as long as:

(1) The employee has an active application for the class in the 4th Estate LMS,

(2) The class is included in the replacement's training requirements, and

(3) The replacement:

(a) Is of equal or higher priority than the cancelled student,

(b) Meets the course prerequisites,



- (c) Possesses a valid government travel card, and
- (d) The replacement and supervisor have both acknowledged the registration.

**6.5. CERTIFICATIONS.** Technical certifications vary by program and may be either mandatory or elective. For information regarding program-specific certifications, refer to the functional directorate manual responsible for that specific program.

**6.6. FULFILLMENT.** Employees may be able to earn credit for DCMA technical training courses through the fulfillment process. Course completion credit may be awarded for mandatory DCMA technical training courses for which an employee is able to demonstrate competency through experience, education, and/or alternative training. This process compares course scope and objectives against prior training and experience. The following restrictions and considerations apply to fulfillment:

- a. An employee may not fulfill a course they have previously failed.
- b. Based on changes in career field technology, methods, and theories, recency and currency may be important factors to consider.
- c. For fulfillment under any of the technical programs below, the employee must submit a memorandum and supporting documentation, for review by the appropriate functional SME. The detailed process is outlined in the Resource Page.
  - (1) National Aeronautics and Space Administration/Missile Defense Agency.
  - (2) Non-Destructive Testing.
  - (3) Navy Special Emphasis Program.
  - (4) Strategic Systems Program.
  - (5) Other technical programs as outlined on the Resource Page.
- e. In all cases, the functional directorate SME will approve the fulfillment either by listing the requirements in the appropriate LMS course description or by evaluation. Some functional directorates have created templates for the FLS to utilize to determine what experience metrics must be met. These templates are available at the Resource Page and must be attached to the fulfillment request.

**6.7. POSITION MANAGEMENT.**

- a. The FLS and their chain of command are required to review training requirements annually in the 2nd Quarter of each year as instructed by tasking memorandum from the Total Force Directorate.
- b. When a mission change occurs, the FLS and their chain of command will review all training requirements associated with the position to determine the relevance of the training to

the new mission, identify new training requirements, and coordinate their findings with the respective functional directorate.

## **6.8. TRAVEL.**

**a. Process.** To prepare a DCMA/CCM travel request:

(1) Upon receiving notification of course reservation, the employee will discuss travel arrangements with their supervisor prior to completing the travel authorization in the Defense Travel System (DTS). The supervisor will ensure the employee understands and complies with all travel instructions and policies. When applicable, the TPM sends travel instructions via email NLT 25 days prior to the class start date. Employees must refer to travel instructions to identify class dates, times, locations, and funding information.

(2) TPMs issue rental cars when in the best interest of the government. The TPM may authorize a larger vehicle under certain circumstances, such as when medical equipment must be transported in support of a student's documented needs or when documented medical or biological conditions require special considerations. If an employee requires reasonable accommodation, it is the employee's responsibility to identify this to their TC, for coordination with the TPM, upon the employee's registration request for a course. Students may use commercial transportation to/from the airport to their lodging facility. If available, shuttle service or other economical means is an efficient mode of transportation.

(3) Students will follow all JTR rules and processes. TPMs will not authorize a violation of any part of the JTR or DTS processes. The supervisor and Defense Travel Administrator will address all other issues related to preparation and submission of a DTS travel authorization and voucher. See the Resource Page for links to DTS guidance, Defense Travel Administrator POCs, and other travel information.

**b. Cancelling Travel Orders in DTS.** In the event of a training class cancellation, the student will cancel travel orders in DTS, to include all accompanying reservations (e.g., flight, lodging, rental car). Supervisors will ensure that the employee has cancelled their travel orders. Specific instructions on how to cancel travel orders are found in DTS.

**6.9. CLP.** In order to meet DAWIA requirements, AWF employees are encouraged to request CLPs for classes completed under the technical training program. While CLPs for DAU/CCM classes are automatically assigned, employees must request CLPs for non-DAU/CCM courses. CLP value determinations for DCMA technical training will display on the course description page of the DCMA LMS. If the course description does not include a CLP value, supervisors may use the current guidance to assign a point value to the training event. (See Resource Page.)

## **6.10. TRAINING REVIEW AND UPDATES.**

a. The TPMs will coordinate a review of all courses with the functional SME to ensure relevancy, currency, appropriate delivery and length by the respective functional

directorates.

b. Additionally, the TPM and functional SME will review all training requirements to ensure that the courses are still required or optional and to which positions they should apply.

c. TPMs and CCM will continuously conduct reviews of the courses. The FLS should also provide feedback on the effectiveness of the training. See the Resource Page for detailed guidance on submitting training feedback.

d. The FLS and the DCMA chain of command should review their emerging missions and inform the functional directorates, through their TC, of any training issues/gaps that need to be addressed with regard to DCMA functional training.

## SECTION 7: TUITION ASSISTANCE

### 7.1. GENERAL.

a. Refer to the Resource Page for additional guidance, procedures, references, and frequently asked questions.

b. DCMA may pay tuition expenses associated with academic training and educational expenses when taking qualifying academic courses. This Manual supports DoDI 1400.25.

c. TA is not an entitlement of the individual employee, but a tool for supervisors to maintain and improve the capabilities of the workforce. As such, supervisors have the responsibility to ensure all training expenditures have a necessary and logical relationship to the individual employee's duties, responsibilities, and position.

d. Eligibility:

(1) All permanent DCMA civilian employees are eligible to apply for TA.

(2) Military service members are not eligible for civilian TA.

(a) Permanent DCMA civilian employees who are also members of the various military reserve components are eligible for TA in their civilian capacity.

(b) Under no circumstances may any individual utilize both civilian and military TA for the same course.

(3) Foreign National employees may receive TA for a course or courses directly related to their duty position, but not to achieve the positive education requirements for entrance into the DAC. (See Paragraph 5.13.b.)

(4) Journeymen and Keystones are eligible to apply for TA as long as the requested course or courses do not interfere with their development training. Under no circumstances will a Journeyman or Keystone be allowed to cancel or reschedule a training event required on their development plan in order to attend a college course using TA.

e. Academic TA may be provided for employees to:

(1) Meet an identified agency training need; resolve an identified agency staffing problem; aid in accomplishing goals in DCMA's strategic plans; and/or serve as part of a planned, systematic, and coordinated agency employee development program linked to accomplishing the strategic goals of DCMA.

(2) Enhance the professional and individual development of DCMA employees. DCMA may provide TA to employees taking courses during off-duty hours. Colleges and universities

that provide academic courses must hold accreditation by a regional, national, or international accrediting organization recognized by the U.S. DOE.

f. Additional Points.

(1) TA is not a reward for superior performance; it is a tool for organizational improvement. Refer to DoDI 1400.25, Volume 451, for appropriate sources of awards and incentives.

(2) TA is not an entitlement. Supervisors and administrators at all levels have the responsibility to review and challenge TA expenses that do not address bona fide needs of the Agency.

(3) An employee must agree to and sign any continued service agreement (CSA) prior to obtaining formal approval for a course that requires a CSA.

(4) TA is not a program to grant degrees; it is a program to provide relevant education to support and enhance the Agency's mission through improvement of its employees in their current positions and grades, and to prepare them for future challenges within their current positions and grades. TA is not to be used to prepare an employee for promotion or for a different job, except as otherwise provided in law and regulation in programs that comply with Merit System principles.

(5) Supervisors must ensure employees have exhausted all other low-cost/no-cost training options first (e.g., Skillsoft) before endorsing training requests.

(6) The PM must approve any course substituted for previously-approved training events before an employee begins taking classes.

**7.2. PAYMENT METHODS.** The payment methods for TA are:

a. Payment to the school using a GPC held by a GPC account holder with the appropriate procurement authority (preferred method).

b. Reimbursement to the applicant by SF 1034. Reimbursement is available by exception only, when use of GPC is not possible. See Paragraph 3.4., for details on payments.

**7.3. FUNDING LIMITS.**

a. Graduate and undergraduate level studies: TA is limited per semester, quarter hour, and by FY cap. Please refer to the Resource Page for amounts and additional guidance.

b. TA is authorized to offset tuition and laboratory fees only. All other costs are the personal responsibility of the employee.

c. TA will only pay actual expenses, less any tuition scholarships or incentives the employee receives from other sources (not including Veterans Affairs benefits).

**7.4. APPLYING FOR TA.** In order to action requests for these programs in a timely manner, the process and timeline are available on the Resource Page.

**7.5. ACADEMIC REQUIREMENTS.**

a. Employees must achieve a passing grade of “C” (or numerical equivalent) or higher for undergraduate courses, and “B” (or numerical equivalent) or higher for graduate level courses, or they will be required to reimburse the government for the course. If the grading system is “Pass/Fail,” the student must achieve a grade of “Pass.” If the employee has an option to take a class with a grade or Pass/Fail, the employee must choose the graded option and not the Pass/Fail option.

b. See the Resource Page for details on the TA application process.

(1) The student's failure to comply with this requirement within the specified timeframe will render the student administratively ineligible for future TA requests, even if the student has met the grade standards of Paragraph 7.5.a.

(2) If the student has not submitted a grade report within 60 calendar days, the student is subject to recoupment of TA funds, as described in Paragraph 7.5.c., and will become administratively ineligible for future TA participation.

(3) Regardless of the circumstances, the student will provide either a grade report or a class withdrawal report to the TC, in order to maintain accountability and auditability of the TA program.

c. Employees will reimburse the government for TA through recoupment/collection actions if they:

(1) Fail to achieve a satisfactory grade. (See Paragraph 7.5.a.)

(2) Withdraw from a class for which DCMA has incurred expenses, unless it is due to a serious/long term illness, call to active duty in the Guard/Reserve, or a Government-directed reassignment.

(3) Change to an audit (or non-credit) status for any course for which DCMA has incurred expenses.

(4) Do not successfully meet the requirements of the TA program, where the government has incurred an expense.

d. DCMA will not pay for an employee to re-take a class unless due to an excepted situation covered by this section or otherwise approved by the Deputy Director, Total Force Directorate.

**7.6. ROLES AND RESPONSIBILITIES.** Detailed roles and responsibilities, as well as documents and examples, are located on the Resource Page.

## SECTION 8: LOCAL TRAINING

**8.1. GENERAL.** DCMA may pay expenses associated with LT opportunities for employees to meet an identified agency training need; resolve an identified agency staffing problem; aid in accomplishing goals in DCMA's strategic plan; and/or serve as part of a planned, systematic, and coordinated agency employee development program linked to accomplishing the strategic goals of DCMA.

a. The purpose of LT is to provide training that improves the knowledge, skills, or abilities of an employee in their current position, or that meets a specific agency training need.

b. Training must meet appropriate standards of academic quality and cost-effectiveness. Such standards must include, at a minimum, a requirement for an end-of-course evaluation of the course organization, planning, content, delivery, and cost-effectiveness in achieving intended learning outcomes. For this reason, conferences, workshops, and symposiums that provide only general information on a particular topic typically provide no measurable training effect.

c. LT is not a reward for superior performance; it is a tool for organizational improvement. Refer to DoDI 1400.25, Volume 451, for appropriate sources of awards and incentives.

d. LT is not an entitlement. Supervisors and administrators at all levels have the responsibility to review and challenge LT expenses that do not address bona fide needs of the Agency.

e. Supervisors must ensure employees have exhausted all other low-cost/no-cost training options first (e.g., Skillsoft) before approving training requests

**8.2. APPLICATION PROCESS.** In order to action requests for these programs in a timely manner, follow the process and timeline available on the Resource Page.

**8.3. ROLES AND RESPONSIBILITIES.** Detailed roles, responsibilities, and processes as well as documents and examples, are located on the Resource Page.

**8.4. APPROVAL.** LT requests will receive approval only if the requestor has fully explained and supported the specific Agency need.

**8.5. PAYMENT METHOD.** Payment methods for local training may be via employee reimbursement or via GPC. See Paragraph 3.4., for details on payment.



## SECTION 9: CONFERENCES

**9.1. GENERAL.** DCMA may pay expenses associated with attendance at conferences for employees to meet an identified agency training need; resolve an identified agency staffing problem; aid in accomplishing goals in DCMA's strategic plan; and/or serve as part of a planned, systematic, and coordinated agency employee development program linked to accomplishing the strategic goals of DCMA.

a. The JTR, Appendix A (Definitions & Acronyms), provides the official DoD definition of a conference. Additional clarification on conferences can be found in the DoD Conference Guidance 4.0 and Directive-type Memorandum 16-168, "Implementation of Department of Defense (DoD) Conference Guidance Version 4.0."

b. Conference requests must clearly justify and articulate why participation is appropriately related to official duties and how it will demonstrably benefit DCMA.

c. For reporting purposes, the requestor must make clear whether the event is hosted by DCMA, hosted by another DoD entity, or hosted by a non-DoD entity.

d. The requestor must first determine whether the event can be characterized as a training event. If a program manager cannot legitimately demonstrate that an event meets the DoD definition of training, the event is considered a conference and subject to different GPC limits. Refer to Section 3, Section 8, the Resource Page, and the conference program manager for detailed guidance on characterization of events as training or conference, and the implications thereof.

### 9.2. PAYMENT.

a. The Agency may pay for conference attendance via employee reimbursement, use of a GPC held by a cardholder with the appropriate procurement authority, or procurement action. Only a cardholder with the appropriate procurement authority has the authority to order and pay for the event.

b. Use of the GPC for conference attendance is subject to dollar limitations based on current Federal Law and regulations. See the DCMA-MAN 4301-03, Volume 2, and the Resource Page for details on GPC dollar limitations. In all cases, the dollar value considered is the aggregate of all individuals requesting the event as well as the aggregate of the same/similar events. For events whose cost exceeds the applicable threshold for the total known requirement, requestors must submit a procurement package to the Procurement Center at least 6 months in advance.

c. See Paragraph 3.4., for details on payment.

**9.3. APPLICATION PROCESS.** The Resource Page provides the conference attendance timeline to assist in timely processing of requests. Conference requests with registration fees exceeding the applicable threshold must be submitted to the Procurement Center at least 6 months in advance of the event date. The requestor must ensure the packet has all approval

signatures prior to submission to the Conference PM, who will return all incomplete packets without action. See the Resource Page for documents, examples, and the detailed process and timeline.

**9.4. ROLES AND RESPONSIBILITIES.** Detailed roles, responsibilities, and a process flowchart for conference approval, summarizing the preparation and coordination process, including the tasks performed during the process are available on the Resource Page.

## SECTION 10: LEADERSHIP DEVELOPMENT PROGRAM

**10.1. GENERAL.** In accordance with the guidance contained in Part 412 of Title 5, Code of Federal Regulations, and DoDI 1430.16, “Growing Civilian Leaders,” DCMA enforces the guidance which mandates the development of all assigned individuals, to include those in supervisory, managerial, and executive positions.

**a. Supervisory Development Training.** DCMA administers development training for DCMA supervisors in accordance with Part 412 of Title 5, Code of Federal Regulations.

**b. Leadership Development Training.** In accordance with DoDI 1430.16, DCMA offers development training for DCMA employees through various avenues. Opportunities include the Agency’s CDP, which offers leadership, management, educational, and experiential programs.

**10.2. SUPERVISORY DEVELOPMENT TRAINING.** Supervisory Development Training provides supervisors with skills they can effectively apply to their position as a supervisor.

**a. Qualifications.**

(1) Supervisors must take the mandated training within 1 year after initial appointment to a supervisory position and refresher training every 3 years in accordance with guidance outlined on the Resource Page.

(2) The applicant must be coded as a supervisor in the personnel management system before they can apply for a supervisory course.

**b. Training Requirements.** DCMA’s LMS assigns employees the appropriate curriculum of required and optional courses, based on their assigned positions.

**c. Application Process.** In order to process requests for the supervisor programs in a timely manner, the Leadership Development Team has developed a process and timeline. Applications are processed on a first-come, first-served basis. Supervisors will apply for supervisory development opportunities through DCMA’s LMS. (See Paragraph 6.3.)

**d. Cancellation Policy.** The student submits a request for cancellation request through their supervisor. The Resource Page and Paragraph 10.3.k. outline cancellation requirements.

**e. Travel.** The Leadership Development Team funds travel for supervisory training. The PM will issue travel instructions not later than 21 days prior to course start date.

**f. Equivalency/Fulfillment.** There is no equivalency or fulfillment for DCMA-mandated Supervisory Development training.

**g. CLP.** Supervisory training courses qualify for CLPs, which count toward the AWF CLP requirement. AWF employees can request CLPs for course attendance through their supervisor. Please see the Resource Page for additional guidance.

**h. Process Flowchart.** The Resource Page provides a process flowchart of the supervisory training application process, including the tasks performed.

**10.3. CDP.** DCMA's CDP offers a variety of leadership, management, education, and technically-oriented training programs that provide a foundation for organizational excellence by encouraging the development of a well-trained and educated workforce. This program enhances the knowledge, skills, and abilities of the DCMA workforce in meeting and exceeding DCMA's customer needs and expectations.

**a. Purpose.**

(1) To support, encourage, and provide leadership experience opportunities to DCMA employees as budget, workload, and competencies allow.

(2) To broaden an employee's frame of reference and experience with the intent of improving professionalism, while enhancing critical thinking and leadership competencies.

**b. Program Administration.**

(1) The Leadership Development Team administers the CDP in accordance with equivalent grades and pay bands.

(2) Director, DCMA approves the budget for the CDP. The Total Force Directorate executes the budget utilizing available funds.

(3) An annual tasking memorandum to the DCMA workforce solicits applications for CDP. This tasking memorandum provides instructions for application submission.

**c. Centralized Development PM.**

(1) Provides policy, procedural information, and guidance to participating Component Heads, supervisors/managers, and employees.

(2) Provides funding officials with requirements for CDP, using the designated budget plan. The PM updates this plan at least quarterly throughout the year.

(3) Manages centralized development opportunities, internal solicitations, postings, applications, and candidate notifications.

(4) Consults with sponsoring institutions to validate the external opportunities received.

(5) Establishes Memorandums of Agreement and Interagency Agreements between the Agency and the external host stations (DoD Component (Service/Agency)), documenting responsibilities and outlining expectations for the program.

**d. Funding.**

(1) The Deputy Director, Total Force Directorate, forecasts funding levels for CDP annually.

(2) The CDP PM manages and tracks funding allocations for all CDPs.

(3) The Agency continues to fund the employee's salary and benefits throughout the CDP assignment.

(4) An Interagency Agreement or Memorandum of Agreement delineates responsibility for any additional travel and training costs during the CDP assignment.

**e. Candidate Solicitation.**

(1) A tasking memorandum announces CDP opportunities annually.

(2) Tasking memorandums include instructions for submitting applications, eligibility requirements, required endorsements, resource impact, and administrative information.

(3) Upon completion of the CDP assignment, the participant returns to their home station and position of record, with the exception of individuals attending a Senior Service School. These employees may be subject to reassignment and must sign a special mobility agreement.

**f. Application Process.**

(1) CDP applicants must apply using the steps identified in the tasking memorandum and on the DCMA CDP application form on the Resource Page.

(2) The CDP PM will accept application packets only from Component Heads or their designated representative, and will return without action any applications from applicants.

(3) The Resource Page provides a process map of the centralized development process and specific guidance for submission and timelines.

**g. Responsibilities.**

(1) DCMA Home Station FLS. The DCMA home station FLS will:

(a) Endorse employee CDP participation whenever appropriate and feasible, given mission requirements and staffing levels, while keeping the chain of command informed.

(b) Adhere to the terms of the CDP assignments.

(c) Anticipate coverage of the employee's workload and ensure a smooth transition prior to the employee's departure.

(d) Maintain time and attendance system authority for individuals participating in a CDP.

(e) Approve leave requests and certify time and attendance for employees on an external CDP assignment after coordinating with the external host station supervisor.

(f) Prepare an annual performance appraisal according to the participating employee's pay plan (i.e., GS or AcqDemo), using feedback received from the host station supervisor, if applicable.

(g) Support the employee's transition back into their home organization.

(h) Participate in the CDP evaluation efforts, if applicable.

(2) CDP applicants will:

(a) Discuss professional goals and desired outcomes with home station supervisor.

(b) Apply for CDP opportunities announced annually through a tasking memo.

(c) Sign and adhere to the terms of the CDP.

(d) Ensure training requirements include the CDP assignment.

(e) Comply with all local safety requirements.

(f) Assist with a smooth work transition and continuity from the home station organization prior to departure to the CDP assignment.

(g) Participate in the CDP evaluation efforts.

(h) Apply the knowledge and skills developed during the CDP assignment upon return to their home station organization.

(i) Ensure official personnel records and any other supporting documentation accurately reflect appropriate experience, education, training, and awards.

(j) Continue to stay informed on the provisions of this Manual and follow the procedures accordingly.

**h. Candidate Selection.** Selection panels for CDP:

(1) Consist of Agency senior officials.

(2) Follow merit promotion principles as outlined in the DCMA-INST 617, “Merit Promotion and Staffing Plan,” and the “Collective Bargaining Agreement Between Defense Contract Management Agency and AFGE Council 170.”

(3) Are sufficiently diverse to provide comments on candidate selection.

(4) Consider criteria such as (but not limited to):

(a) Financial Management, DAWIA, or other certification requirements.

(b) Security level of assigned duties.

(c) Duty performance, mobility, assignments, diversity, and overall potential.

(5) Nominate candidates for specific programs for Director approval, identifying alternates if applicable. The selection panel may identify alternate candidates to place in available seats in the event a selectee becomes unable or ineligible to complete their assignment.

**i. Participant Requirements.**

(1) The home station supervisor will sign and approve the Authorization, Agreement and Certification of Training (SF 182).

(2) Participants must submit a DCMA Program Cost Worksheet and obtain approval prior to entering travel data into the agency travel system. The Resource Page provides an example of a DCMA Program Data Cost Worksheet.

**j. Performance Evaluations.** Supervisors will carry out their respective performance responsibilities according to the participant’s pay plan (i.e., GS or AcqDemo).

**k. Withdrawals/Cancellations.** Cancellation from a CDP class will be requested in an official letter with justification. The request will be routed through the Region Commander/ Component Head for endorsement of withdrawal from any approved CDP Program. Individuals may be responsible to refund the agency on pro-rated basis the costs associated with the assignment. The Resource Page provides an example of a withdrawal letter.

**l. Travel.** The Leadership Development Team funds travel for approved assignments. The CDP PM must receive travel requests prior to the travel date. See Resource Page for submission times and guidelines.

**m. Long-Term Travel.** Long-term training and education is training an employee participates in on a continuous, full-time basis for more than 120 calendar days. The assignment may involve government or non-government training, formal training programs, planned developmental assignments, academic/university training, or a combination of more than one type of training on a continuous, full-time basis. The CDP PM will not authorize rental vehicles for long-term training events.

**n. Training Attendance and Completion.**

(1) Employees, supervisors, and managers must ensure successful training attendance. They will ensure they schedule duties and activities around the employee's attendance.

(2) If an employee cannot attend training, the employee should notify the supervisor, TC, or TPM as soon as possible. Cancellations should occur only in emergency or unforeseen situations.

(3) The supervisor will ensure the timecards of an employee participating in training during normal business hours reflect training attendance as the duty assignment.

(4) Generally, employees may receive neither overtime pay nor compensatory time for time spent in training. A comprehensive overview of employee pay and entitlements related to training, with legal citations, is available on the Office of Personnel Management website for Training and Development.

(5) Military members will not use DCMA funding to attend programs or courses strictly for leadership development, as this is the responsibility of the respective Service.

**o. CSA for Training.**

(1) Long-Term Programs (6 continuous months or more) require a CSA. These agreements go into effect on the date the candidate completes the long-term program. Applicants will submit the CSA upon notification of selection into a program.

(a) Additionally, as a condition for entering into a continuous long-term training program, Senior Service School selectees must also submit a Special Mobility Agreement.

(b) Employees selected for a Senior Service School may not return to the same duty location unless approved by the Agency Director.

(2) Employees will sign an agreement with the Government before assignment to training that exceeds the prescribed minimum period. The employee agrees to continue in the service of DoD at least three times the length of the training period, commencing upon completion of the training. The employee also agrees to pay back training expenses if he or she:

(a) Voluntarily separates from Federal service (except retirement).

(b) Transfers from DoD to another Federal agency.

(c) Is involuntarily separated for cause.

(3) CSA Waiver Requests. The CDP PM must receive waiver requests in writing with sufficient time to secure a decision prior to separation. The Executive Director, Total Force Directorate, holds the authority to waive CSA obligations, either completely or in part. Waiver



approval will give full consideration to equity, good conscience, and the public interest. The Resource Page provides a sample waiver letter.

(4) **Payment Arrangements.** If the employee does not seek a waiver or is not successful in receiving an approved waiver, the employee will make payment arrangements. At any point in the recovery process, management may decide it is fiscally prudent to waive the remaining balance owed.

**p. CLP.** CDP programs qualify for CLPs, which count toward the AWF CLP requirement. AWF employees request CLPs for course attendance through their supervisor. The Resource Page provides additional guidance on CLPs.

**q. Process Flowchart.** The process flowchart for CDP, summarizing the preparation and coordination process (to include the tasks performed during the process) is on the Resource Page.

#### **10.4. OTHER DEVELOPMENT TRAINING.**

a. The Leadership Development Team announces other training opportunities via tasking memorandum and posts them on the Agency memorandum homepage.

b. Sponsoring institutions establish eligibility requirements. The Resource Page provides links to these external career broadening training opportunities.

c. All attendees must have an approved SF 182 or equivalent prior to attending these training opportunities.

## GLOSSARY

### G.1. DEFINITIONS.

|                                      |  |
|--------------------------------------|--|
| <b>4th Estate</b>                    | DoD agencies outside of the Services (Army, Navy, Air Force).  |
| <b>Acq Corps</b>                     | Defense Acquisition Corps.   |
| <b>Cancellation</b>                  | Disenrollment from a confirmed training seat prior to the commencement of a class, in accordance with applicable procedures.   |
| <b>CDP Agreement</b>                 | Written agreement signed by the host station, home station, and employee identifying the CDP developmental assignment requirements.  |
| <b>CDP Assignment</b>                | The DCMA Centralized Development Program leadership, management, education and technically-oriented training programs.   |
| <b>CLP</b>                           | CLPs are awarded for training completed to maintain currency in an individual's acquisition career field. AWF employees submit CLPs to their supervisor for approval. AWF employees are required to attain 80 CLPs within a 2-year cycle.  |
| <b>Competency</b>                    | A measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies are used to develop acquisition training and education standards.                           |
| <b>Component Head</b>                | The Senior Leader of a DCMA organization reporting directly to the Director or Deputy Director, DCMA.  |
| <b>Conference</b>                    | A meeting, retreat, seminar, symposium or event involving attendee travel.   |
| <b>Critical Acquisition Position</b> | An acquisition position, at the GS-14/15 level or equivalent, that has been identified by the Director, DCMA, as being so crucial to the Agency's mission that it warrants qualifications above and beyond other acquisition positions, to include acceptance of a 3-year position tenure. |
| <b>CSA</b>                           | An agreement an employee signs to continue to work for DOD for a pre-established length of time in exchange for Government-sponsored training or education. The service obligation begins when the training is completed.  |
| <b>DAU Local Travel</b>              | DAU and the 4th Estate DACM publish guidance that defines local commuting area. Travel required for DAU class attendance that falls within the local commuting area is not funded by DAU/4th Estate.   |

|   |  |
|---|--|
| <b>Defense Acquisition Workforce Development Fund</b> | A fund established by the 2008 National Defense Authorization Act to provide funds, in addition to other available funds, for the recruitment, training, development and retention of acquisition personnel of DoD. The purpose of the Defense Acquisition Workforce Development Fund is to ensure that the Defense AWF has the capacity, in both personnel and skills, to properly perform its mission, provide appropriate oversight of contractor performance, and ensure that DoD receives the best value for the expenditure of public resources. |
| <b>Development</b>                                    | The process of preparing employees for current or future mission-related duties, responsibilities, and/or career broadening.   |
| <b>Equivalency</b>                                    | Equivalency refers to credit granted to an individual for completion of an accepted course in lieu of the required class.  |
| <b>Fulfillment</b>                                    | Fulfillment refers to credit granted to an individual for previous experience that is deemed acceptable in lieu of a required course.  |
| <b>GPC</b>  | The GPC is a method of payment that may be used in lieu of employee Reimbursement for training up to the current statutory limitation, and for some qualifying training requirements at a higher threshold if all criteria for the higher threshold apply.   |
| <b>Grace Period</b>                                   | The 24-month period that AWF employees are granted to achieve required certification is also referred to as the “grace period.”  |
| <b>Home Station</b>                                   | Originating organization to which the CDP employee belongs.  |
| <b>Host Station</b>                                   | Supporting organization utilizing the services provided by the CDP employee.   |
| <b>Instructor Led Training</b>                        | Classes conducted in an in-resident format.  |
| <b>KLP</b>  | KLPs are acquisition positions (generally GS-15 or above) that have been identified by the Director, DCMA, as being so crucial to the Agency’s mission that they warrant qualifications above and beyond both other acquisition positions and CAPs, to include acceptance of a 3-year position tenure and the requirement to meet all qualifications immediately upon assignment to the position.  |
| <b>LMS</b>  | The Agency’s training platform, which houses the official training record for assigned employees, and automates the training management process.   |

|                                      |   |
|--------------------------------------|---|
| <b>Needs Analysis</b>                | A formal process that focuses on the human elements of requirements. It is the first step in a user-centered design process, because it seeks to understand and define the user's needs.  |
| <b>No Show</b>                       | Unless a class cancellation has been approved, a student with a confirmed reservation, who fails to attend the class, will be annotated as a No Show.   |
| <b>Not Tracking</b>                  | If an acquisition workforce employee does not have reservations for all remaining required classes, or the AWF employee is not scheduled to complete the required training by the certification due date, that employee is considered to be not tracking toward timely DAWIA certification. |
| <b>OLT</b>                           | Self-paced, asynchronous online learning.   |
| <b>Position Requirement Document</b> | Under the Acquisition Demonstration classification system, combines position information, staffing requirements, and contribution expectations into a single document.  |
| <b>Quota</b>                         | One training allocation.  |
| <b>Required Training</b>             | Specifically mandated by law, regulation, policy, or COE.   |
| <b>Reservation</b>                   | A confirmed seat in a class.  |
| <b>Substitution</b>                  | In lieu of cancelling a reservation and losing a seat (quota), employees and the CMO/component are encouraged to identify a replacement.  |
| <b>Swap</b>                          | The exchange of active application statuses for the same course between two students.   |
| <b>TC</b>                            | Employee assigned to assist and coordinate the training efforts for a particular group (activity, department, division, CMO, Directorate, etc.).  |
| <b>Technical Training</b>            | Training that is required by other than DAWIA. In DCMA, these are generally DCMA requirements, but may also be required by customers (e.g., National Aeronautics and Space Administration).   |
| <b>Tracking</b>                      | If an acquisition workforce employee has reservations for all remaining required classes, and is scheduled to complete all required training by the certification due date, that employee is considered to be tracking toward timely DAWIA certification.                                   |
| <b>Training</b>                      | Formal or informal learning experiences aimed at acquiring skills, knowledge, and abilities to improve or maintain current employee performance of official duties, tasks, and responsibilities.  |

|                              |   |
|------------------------------|---|
| <b>Training Requirements</b> | Number of valid educational quotas needed by the Agency to support mission accomplishment.  |
| <b>Vendor</b>                | Any Government or non-Government source that provides a training service.   |
| <b>VILT</b>                  | Interactive classes conducted online by an instructor in real-time.   |
| <b>Wait Status</b>           | Because of administrative issues (such as quota allocations), an individual may not be given a confirmed seat immediately, but may “roll into” a reservation once a seat is made available. |
| <b>Walk-In</b>               | An alternate means of DAU class attendance. DAU Directive 704 and the 4th Estate DACM Reference Guide provide further details and processes.  |

## GLOSSARY

### G.2. ACRONYMS.

|                |   |
|----------------|---|
| AcqDemo<br>AWF | DoD Civilian Acquisition Workforce Personnel Demonstration Project<br>acquisition workforce |
| CAE            | Component Acquisition Executive   |
| CAO            | certification approving official  |
| CAP            | Critical Acquisition Position   |
| CCM            | College of Contract Management  |
| CDP            | Centralized Development Program   |
| CEL            | Cost-effective location   |
| CLP            | continuous learning point   |
| CMO            | Contract Management Office  |
| COE            | condition of employment   |
| COTS           | commercial-off-the-shelf  |
| CSA            | continued service agreement   |
| DAC            | Defense Acquisition Corps (Also known as “Acq Corps”)                                       |
| DACM           | Director, Acquisition Career Management   |
| DAU            | Defense Acquisition University  |
| DAWIA          | Defense Acquisition Workforce Improvement Act   |
| DCMA-MAN       | DCMA Manual   |
| DoDI           | DoD Instruction   |
| DOE            | Department of Education   |
| DTS            | Defense Travel System   |
| FLS            | first level supervisor  |
| FY             | fiscal year   |
| GPC            | government purchase card  |
| GS             | General Schedule  |
| JTR            | Joint Travel Regulation   |
| KLP            | Key Leadership Position   |
| LMS            | Learning Management System  |
| LT             | local training  |
| NCEL           | non-cost effective location   |
| OLT            | online training   |
| PM             | program manager   |

|         |   |
|---------|---|
| SF      | Standard Form   |
| SF 182  | Authorization, Agreement and Certification of Training        |
| SF 1034 | Public Voucher for Purchases and Services other than Personal |
| SME     | subject matter expert   |
| TA      | tuition assistance  |
| TC      | training coordinator  |
| TPM     | training program manager                                      |
| VILT    | virtual instructor led training                               |

## REFERENCES

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