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	Training PROFESSIONAL DEVELOPMENT OF FIRST TOUR USACE OFFICERS	
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DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D. C. 20314-1000

ER 350-3-5

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Regulation
No. 350-3-5

1 May 1996

Training
PROFESSIONAL DEVELOPMENT OF FIRST TOUR USACE OFFICERS

1. Purpose. To provide a goal-oriented, structured program for the training and professional development of primarily company grade officers in the 21D Area of Concentration (AOC), during their first tour in USACE. This regulation provides guidance in training and selection of functional assignments that will develop the skills and knowledge necessary for future assignments within the Corps of Engineers.
2. Applicability. This regulation applies to all USACE elements.
3. References.
 - a. AR 611-101.
 - b. AR 623-105 (including USACE Supplement No. 1).
4. Goal. To provide training and experience necessary for military officers to successfully perform duties leading up to and including those of District Commander.
5. Responsibilities.
 - a. The Commander, USACE has overall responsibility for the implementation of this regulation and for designation of the Program Manager of HQUSACE.
 - b. Activity Commander. The Commander of each Major Subordinate Command (MSC), District, and Field Operating Activity (FOA) is responsible for implementation within the activity and for designation of the local Program Manager.

This regulation supersedes ER 350-3-5, 15 Jan 89.

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c. Program Manager. MSC, District, and FOA Commanders or their Deputies shall be assigned as Program Manager and will:

- (1) Review previous experience and training during in-processing period.
- (2) Assure that supervisors formalize, using the Officer Efficiency Report (OER) Support Form DA Form 67-8-1, and execute a training plan to support the professional development of the officer.
- (3) Establish mentors for assigned officers to share experiences and discuss program status and direction.
- (4) Monitor and evaluate program execution, providing guidance to the officer, supervisor, and military personnel offices when required.

d. Supervisor. The responsibilities of the supervisor shall include the following:

- (1) Develop, implement, and periodically update the OER Support Form.
- (2) Develop, implement, and periodically update the training plan.
- (3) Supervise and counsel the assigned officer, including discussion of the requirements, responsibilities, policies and expectations of the program.
- (4) Assure attendance at scheduled training courses programmed in accordance with the training plan.
- (5) Establish duties and performance standards within the functional assignment.

e. Officer. Each first-tour officer shall be responsible for:

- (1) Providing feedback to the supervisor on the adequacy of the training plan in meeting the requirements of AR 611-101 and this regulation.
- (2) Participating in the development of his/her OER Support Form and subsequent revisions.

6. Training Plan.

a. The training plan will cover the entire tour and shall remain flexible enough to permit necessary revisions as the tour progresses. The following elements shall be present:

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(1) Participation in a comprehensive orientation program that will expose the officer to all activity missions and functions.

(2) Assignment to a position or positions where on-the-job training is received for the duration of the tour.

(3) Periodic field orientation training visits to other USACE organizational levels for familiarization. Duration of each visit will be dependent on needs of the officer and the Activity Commander.

(4) Scheduling and attendance of formal training courses as further defined below.

b. In addition to formal training courses, superiors may schedule job specific training; however, completion of training described herein will remain a priority. In cases where the officer will be rotated through more than one functional assignment during the tour, each successive supervisor will update or revise the training plan as required.

c. The following minimum training shall be accomplished by officers in the 21D AOC prior to, or during, their first tour in USACE:

(1) PROSPECT, course number S1MDOIC, "District Officer Introductory Course (DOIC)." This course shall be completed prior to, or during, the first six months of the tour.

(2) Depending upon the functional area to which assigned, PROSPECT, course number 336, "Construction Contract Administration" (construction functional area); PROSPECT, course number 004, "Architect-Engineer (A-E) Contracting Procedures and Negotiations" (engineering functional area); or, PROSPECT, course number 355, "Project Management" (project management functional area).

(3) Upon assignment to any functional area when that assignment includes environmental restoration responsibilities, and in addition to the functional area specific training of 6.c(2), above, PROSPECT, course number 350, "USACE Hazardous/Toxic Waste Overview" or course number 141, "HTRW Construction Inspection."

d. The following optional training is recommended for officers in the 21D AOC after completion of the minimum training noted in c., above, during their first tour in USACE:

(1) PROSPECT, course number 368, "Negotiating Construction Contract Modifications."

(2) PROSPECT, course number 306, "Negotiating, Bargaining, and Dispute Resolution."

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(3) PROSPECT, course number 353, "Project Management - Civil Works."

(4) PROSPECT, course number 088, "Project Management - Military Programs."

7. Assignments.

a. It is essential that each officer be given a responsible assignment with appropriate supervision to permit the greatest learning experience and opportunity for professional development. Each assignment shall attempt to achieve a balance between service to the activity and training for the officer. Assignments that would include, or gradually lead to, overall responsibility for a particular function are desirable and provide a greater understanding of that function as it relates to the evolution of customer products and the larger Corps mission. The scope of work involved also affects the value of the assignment and shall be consistent with the purpose of this regulation. The length of time spent with each function may vary to suit the program needs and as required for an effective training experience.

b. Additional TDY assignments shall be used, where appropriate, in conjunction with the permanent assignment to provide the overall background needed for the officer. Such assignments shall be viewed as supplemental experiences that contribute to the officer's comprehension of all the major functions performed by a Corps office.

8. Officer Rating Chain. Subject to the provisions of AR 623-105 and USACE Supplement 1 to AR 623-105, the rating chain for company grade officers in the 21D AOC will be:

a. Rater will be the current supervisor, or the Deputy Commander utilizing input from the supervisor(s).

b. Senior rater will be the senior military officer within the activity, usually the Activity Commander.

FOR THE COMMANDER:



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Colonel, Corps of Engineers
Chief of Staff