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	Civilian Personnel  PROPONENT-SPONSORED ENGINEER CORPS TRAINING (PROSPECT)	
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DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
Washington, D.C. 20314-1000

CEHR-H

Regulation  
No. 690-1-414

15 April 1994

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PROPONENT-SPONSORED ENGINEER CORPS TRAINING (PROSPECT)

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## CHAPTER 1 - GENERAL PROVISIONS

1-1. Purpose. The purpose of this regulation is to provide guidance to the organizations and individuals involved with the PROSPECT Program.

1-2. Applicability. This regulation applies to HQUSACE/OCE elements, major subordinate commands (MSC), districts, laboratories, field operating activities (FOA), and non-Corps users of these programs.

1-3. References.

- a. AR 690-400
- b. ER 15-1-16
- c. CEHNDP 350-1-2
- d. EP 500-1-2

1-4. Background and Program Definitions.

a. The Corps of Engineers Systems Approach to Training (COESAT) is the Corps' system for complying with the requirement in AR 690-400 to develop systematically, training based on needs. A description of the system and the means of implementation is included in CEHNDP 350-1-2.

b. The PROSPECT Program encompasses all training developed by or for the Corps which has applicability outside a USACE command. The program consists of classroom and exportable courses which are sponsored by USACE elements.

(1) The PROSPECT Exportable Training Program provides multimedia exportable training materials to be used to conduct training within the local element, develops and conducts non-traditional training courses, and develops nontraditional segments of classroom training courses. Included are video-based materials, computer-based instruction, interactive videodisc, video teleconferencing, and any other materials or training other than those used in traditional classroom training.

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This regulation supersedes ER 350-1-414, 15 August 1988, and Change 1, 28 April 1989, and replaces RCS: DAEN-PEC-15 with CEHR-H-15; RCS: CEPE-CT-24 with RCS: CEHR-H-24; RCS: CEPE-CT-25 with RCS: CEHR-H-25; RCS: CEPE-CT-27 with RCS: CEHR-H-27; and rescinds RCS: CEPE-CT-26 and DAEN-RMT-3.

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(2) The PROSPECT Classroom Training Program consists of short-term training courses which are scheduled by the Directorate of Corps of Engineers (CE) Training Management, Huntsville Division, for classroom presentation at a particular location. Included are sessions of classroom courses conducted onsite for a specific Corps element (see Appendix A), and sessions tailored to meet other Government agency needs.

c. Other terms used in this regulation are defined in Appendix A.

1-5. PROSPECT Program Objectives. To support the overall objectives of the U.S. Army Corps of Engineers as follows:

a. Develop the Corps work force and provide support to the Army.

b. Assist USACE organizations in keeping abreast of changing missions and technology.

c. Identify, by a proponent system and other means, training Programs/courses to meet work force training needs at all organizational levels.

d. Provide specific training to:

(1) Maintain technical skills to assure competent job performance.

(2) Increase technical knowledge for professional growth.

(3) Teach new techniques, skills, and knowledges.

(4) Orient new members.

(5) Cross-train in other technical specialties.

(6) Prepare the work force for mobilization.

e. In addition to the objectives stated above, the exportable program aims to:

(1) Reduce training costs (particularly travel and per diem) through the use of exportable training courses.

(2) Increase accessibility to training materials by sending the training to trainees, rather than vice versa.

(3) Increase flexibility of scheduling trainees.

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1-6. Operating Policies

a. General policies:

(1) The PROSPECT Program is primarily designed to provide job-related training to support current and anticipated Corps missions or career development training for Corps civilian and military members.

(2) The PROSPECT Program is also available to DOD, Federal, state, and local government, and contractor employees on a reimbursable basis. Corps members have first priority for PROSPECT training.

(3) All PROSPECT training will be developed and delivered as cost effectively as possible.

(4) All PROSPECT training will be developed per the COESAT as described in Chapter 4 and detailed in CEHNDP 350-1-2.

(a) CEHND-TD has overall responsibility for ensuring compliance to COESAT and maintaining an audit trail to document the rationale for actions taken. Documentation required for the audit trail is detailed in CEHNDP 350-1-2.

(b) In addition to CEHND-TD's responsibility, the training designer, developer, instructor/facilitator, and proponent are responsible in their own function for applying the COESAT principles. These responsibilities are discussed in Chapter 5, and detailed in CEHNDP 350-1-2.

(5) COESAT became effective for PROSPECT programs with publication of ER 350-1-414 on 15 August 1988. Revisions to courses already in existence as of that date will include, as a minimum, the requirements discussed in CEHNDP 350-1-2, Chapters 1, 3, 4, 5, and 6. As practical, the requirements in CEHNDP 350-1-2, Chapter 2, will also be included. Such revisions will be completed by the milestone dates established by CEHND-TD. Failure to adhere to the COESAT milestones may result in deletion of the course from the PROSPECT program by CEHND-TD.

(6) Generally, PROSPECT training will not be developed or continued if an equivalent course is available at a lower cost from other Government sources, private industry, or academe. If an equivalent and lower cost course is found, it should be considered for Corps members.

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(7) The decision to develop any new course must be based on Corps training needs or support a current or future Corps mission.

(8) Once a PROSPECT classroom course is converted to exportable format and distributed, the classroom course sessions may be phased down to one session per year or revised to the advanced level. Additional classroom sessions will be scheduled in the following circumstances:

(a) When there is an urgent need to train quickly a large number of people onsite.

(b) When adequate numbers of student study guides are unavailable from Huntsville.

(c) When there are insufficient numbers of people at a location to conduct an exportable course.

(d) When members are geographically dispersed and travel expenses would be comparable to those incurred by traveling to a classroom course.

(9) HQUSACE may direct development of urgent PROSPECT courses. (See Directed Training, Appendix A.)

b. PROSPECT Classroom Training Program policies:

(1) PROSPECT classroom courses will be scheduled to meet the most urgent Corps training needs as expressed in the annual Training Needs Survey. Whenever possible, 100 percent of priority 1 training needs will be met and as much as possible of priorities 2 and 3 needs. (See Appendix B for priority definitions.)

(2) All organizations using the PROSPECT Classroom Training Program will pay tuition specified for all spaces allocated (reserved) in each course per Chapter 3, paragraph 3-5, and provide the necessary travel and per diem funds to support training.

(3) To maintain the integrity of the Corps Classroom Training Program, ensure uniformity of training content, and avoid overutilization of instructors, unapproved, nonscheduled training sessions are not permitted. Any use of PROSPECT instructors, faculty, and materials must be approved in advance by the Directorate of CE Training Management (CEHND-TD)

(4) More specific guidelines covering the classroom training program are contained in Chapter 3.

c. Exportable Training Program policies:

(1) Courses to be developed in the exportable mode will be determined according to the criteria in paragraphs 2-4a and 2-4b.

(2) Funding for exportable training will be in accordance with paragraphs 2-4a and 2-4b.

(3) Distribution of materials will be in accordance with identified needs received from USACE commands and non-Corps customers per paragraph 2-5.

(4) More specific guidelines covering the Exportable Training Program are contained in Chapter 2.

(5) To maintain the integrity of the Corps Exportable Training Program and ensure uniformity of training content, exportable training materials will not be edited or reproduced without advance approval by the Directorate of CE Training Management (CEHND-TD).

1-7. Organizational Responsibilities. The PROSPECT program involves many individuals and organizational elements. Specific responsibilities of these individuals and activities are detailed in Chapter 5.



## CHAPTER 2 - PROSPECT EXPORTABLE TRAINING PROGRAM

2-1. General. This chapter describes Exportable Training Program course development, implementation, management, and funding.

2-2. Course Development and Implementation. All new or revised exportable courses developed by or for the Corps will be developed and conducted in accordance with the Corps of Engineers Systems Approach to Training (COESAT) described in Chapter 4 and CEHNDP 350-1-2.

2-3. Management. The Exportable Training Program is managed by the Nontraditional Training and Planning Division of the Directorate of CE Training Management (CEHND-TD) in Huntsville, Alabama. Specific responsibilities of CEHND-TD are detailed in Chapter 5.

### 2-4. Program Funding

a. Direct funding. Courses funded in this manner are usually mobilization courses mandated by EP 500-1-2, Mobilization and Operations Planning System (CEMOPS); or directed training (Appendix A). The proponent organization provides the funds-for development and distribution. CEHND-TD will survey all USACE commands for needs, and courses will be provided to USACE organizations without charge.

b. Revolving fund. Upon receiving an exportable training course proposal, CEHND-TD reviews the proposal with the proponent to determine if the course is suitable for exportable course development according to the criteria in paragraph 4-3a(1)(e). Additionally, CEHND-TD estimates total cost and unit cost. During the annual Training Needs Survey, CEHND-TD surveys Corps and non-Corps customers (if applicable) to determine the number of people needing the training. An organization's response to this survey represents a commitment to pay if training is developed.

(1) CEHND-TD tabulates survey results, and reviews them with the course proponent. Jointly, CEHND-TD and the proponent make a decision to proceed or not. To proceed, the survey must identify sufficient demand to enable full recovery of all development, production and distribution costs.

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(2) If the survey does not identify sufficient demand to recover costs, the proponent may choose to fund the course directly. Without sufficient customer demand or direct funding, the course cannot be developed. Once funding is determined, course development can proceed.

(3) Prior to course completion, CEHND-TD notifies all customers (i.e., those who responded to the survey with requirements) of the specific number of course materials to be shipped. If customers require additional materials, they must notify CEHND-TD of their needs. CEHND-TD will identify the cost of additional materials at this time.

(4) Prior to delivery, CEHND-TD prepares memos for all customers, identifying their bills and the approximate date they will receive course materials. Upon delivery of course materials, CEHND-RM will forward bills to each customer. Customers must remit payment within 30 days after receipt of their bills.

(5) The Chief of Engineers, upon recommendation of the Corps of Engineers Training Issues Committee (CETIC), may direct development of courses which have Corps-wide training needs. All USACE Commands will be assessed a proportionate share of the total cost of each such training course, including maintenance costs, based on each organization's proportionate share of the specified target audience.

(a) CEHND-TD will determine the amount each activity will be billed. This share will be determined by taking the total estimated cost per course and dividing by the total authorized manpower strength (full-time permanent) of the target audience of all the commands, including HQUSACE and the labs.

(b) As soon as work on each new course is begun, CEHND-TD will prepare memos for HQUSACE issuance to each command identifying their estimated share of the course costs and the approximate date they will receive the course materials.

(c) No later than March prior to the fiscal year when fielding of a new course is anticipated, CEHND-TD will prepare memos for HQUSACE issuance to each command identifying their estimated share of the course costs and the approximate date they will receive the course materials.

(d) Upon delivery of the materials, CEHND-RM will forward a bill based on actual costs to each command. Commands must submit payments to replenish the revolving fund to CEHND within 30 days after the receipt of the bill.

c. Reimbursable support. Many activities provide support to the Exportable Training Program, e.g., subject matter experts, course developers, etc. As required, CEHND-TD will provide a reimbursable order to the USACE supporting element showing the maximum funds authorized to finance its effort. Costs incurred against these reimbursable orders will be billed to and reimbursed by Huntsville Division on a monthly basis. Billings for support costs must show, as a minimum, the reimbursable order number; the course number; each member's name; and the breakout of labor, travel, per diem, and other costs involved for each member. Overhead costs are not reimbursable. Labor or overhead costs for members whose salaries are paid from General Expense or OMA funds will not be billed; only their costs for travel and per diem are reimbursable. Timely submission of billings is critical to the effective management of the program.

d. Financial reporting.

(1) CEHND-RM will provide quarterly financial status reports on course development costs to CEHR-H, CERM-B, and each HQUSACE Directorate sponsoring courses. (RCS: CEHR-H-27 applies.) CEHR-H will provide copies to the Chairperson of the CETIC, and appropriate course proponents.

(2) If a course exceeds its budget amount by 10 percent, CEHND-RM must specifically note this overrun on the quarterly status report. CEHND-TD, CEHND-RM and the course proponent will jointly provide written recommendations to the CETIC on actions to be taken. If a course exceeds its budget by 15 percent, CEHND-TD will immediately stop work. CEHND-TD, CEHND-RM and the course proponent will make Written recommendations to the CETIC on actions to be taken. Total expenditures for the program should not exceed authorized ceilings. Unauthorized expenditures become the responsibility of the functional proponent organization.

## 2-5. Course Distribution.

a. Initial. CEHND-TD will make initial distribution based on requirements provided by each USACE command and non-Corps customer. Cost of initial distribution will be determined per paragraph 2-4 above.

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b. Replenishment. CEHND-TD will conduct a survey in conjunction with the annual Training Needs Survey to determine replenishment requirements. To avoid undesirable delays in receiving materials, USACE commands and other customers should make every effort to identify all requirements during this survey. In the event unforeseen demands arise, materials may be ordered as needed; however, these requests can only be honored without delay when warehouse stock is sufficient. There will be a charge for replenishment materials.

c. Each USACE command and non-corps user will be responsible for storing and distributing the exportable training materials. Changes will be distributed as necessary by CEHND-TD, but the individual organizations will be responsible for maintaining and updating exportable materials on hand.

d. Each activity utilizing exportable training will provide the facilities, equipment, and facilitators necessary for conducting the training.

2-6. Course Revisions CEHND-TD will annually coordinate with the proponent for the review of materials on the fielding or revision date. When required, revisions of materials will be accomplished immediately. Routine revisions will be scheduled in the third year.

### CHAPTER 3 - PROSPECT CLASSROOM TRAINING PROGRAM

3-1. General. This chapter describes PROSPECT Classroom Training Program course development, management, and funding.

3-2. Course Development and Implementation. All new or revised PROSPECT Classroom Training Program courses developed by or for the Corps will be developed and conducted in accordance with the COESAT, as described in Chapter 4 and CEHNDP 350-1-2.

3-3. Management. The PROSPECT Classroom Program is managed by the Training and Operations Division of the Directorate of CE Training Management (CEHND-TD) in Huntsville, Alabama. Specific responsibilities of CEHND-TD are detailed in Chapter 5.

3-4. Planning and Operating Cycle.

a. Needs verification (NLT 30 Sep). Proponents will verify the need for existing courses to be included in the next training year by completing ENG Form 4712-R, Verification of Training Needs FY\_\_\_\_.(Sample included in Appendix C; RCS: CEHR-H-24 applies. This form is manually completed, and submission dates are set annually by Huntsville Division (CEHND-TD). Courses which have had an insufficient number of students for sessions in two previous surveys (or one previous survey for courses conducted biennially or less often) will be deleted from the course inventory and will not be included in the annual Training Needs Survey.

b. Proposed new courses (NLT 1 Jul). New court proposals will be submitted to HQUSACE (CEHR-H) by 1 Jul for coordination with course proponents and submission to CEHND-TD by 1 Aug. The development cycle for new courses is described in Chapter 4 and CEHNDP 350-1-2.

c. Training Needs Survey (RCS: CEHR-H-15 applies).

(1) (NLT 15 Dec) CEHND-TD will prepare, coordinate with proponents, and approve the specific courses, locations, dates, and number of sessions for inclusion in the Training Needs Survey for the next year. Maximum use will be made of the Beville Center facilities in Huntsville to ensure that the Corps training center offers the lowest possible student room rates.

(2) (NLT 1 Feb) The Training Needs Survey will be sent to the field via CEHR memorandum on or about 1 Feb. Users will have until 15 Apr to submit their requirements, including onsite sessions. Additional onsite sessions may be requested after

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15 Apr via local command memorandum to CEHND-TD. Requirements received after 15 Apr will be filled on a space available basis.

(3) Provided there are no date or location changes, an organizational response to this survey represents a commitment to pay for those spaces allocated.

d. Verification and acceptance (NLT 1 Jun). CEHND-TD will notify organizations of the allocations they are to receive as a result of the Training Needs Survey. MSC will spread the allocations among their districts. Other MACOM will spread their allocations to their elements.

(1) Organizations are obligated to verify and pay for spaces allocated per the Training Needs Survey. (See paragraphs 3-4 and 3-5.)

(2) Allocations may differ from the Training Needs Survey due to changes in dates or locations of a session, or due to the addition or deletion of a session based on the number of students who requested a session. In these cases the requesting organization may accept or refuse the allocations. Verification/acceptance includes the obligation to pay tuition, as stated in paragraph 3-5. Nonacceptance removes the requirement for payment of tuition for these allocations.

(3) New or additional requirements, identified after the Training Needs Survey is completed, may be requested during the verification and acceptance stage. There will be no further verification of such new requirements. By indicating a need for these spaces, the requesting organization accepts the responsibility for the cost of the allocations it receives, per paragraph 3-5.

e. Announcement of FYXX Classroom Training Program (NLT 15 Aug). The FYXX program will be announced via HQUSACE memorandum after final coordination between proponents and course managers. Organizations will be responsible for payment for all allocations announced per paragraph 3-4d.

f. Instructor identification (NLT 31 Jul). Proponents will assist CEHND-TD by submitting names of instructors, by session, to CEHND-TD for each course they sponsor. CEHND-TD will request availability status of each instructor via a CEHND-TD command memorandum by 1 Sep. Finalized/update requests for instructors for new courses will also be included in this document.

g. Operations (1 Oct). CEHND-TD will commence the operational training year.

3-5. Tuition Payment System. CEHND will send tuition billings monthly for courses held during the preceding month. Billing will be made to the organizations receiving allocations as specified in the verification and acceptance phase, i.e., using districts or MSC. Consistent with the pay-as-you-go policy, each user element must pay tuition NLT 30 days following receipt of the bill for the number of its allocated spaces regardless of whether the spaces were actually used. The following adjustments will be incorporated in the monthly billings:

a. Additional tuition will be charged for attendance in excess of allocations.

b. Tuition must be paid for any attendee who is denied training at the course site on the basis of failing to receive a waiver, should he/she not meet the specified course prerequisites.

c. No charge will be made for:

(1) Allocations in cancelled courses.

(2) Allocations for which a qualified substitute was obtained. CEHND-TD will assist in obtaining qualified substitutions when given timely notice that an allocation will not be used. However, if no qualified substitution is obtained, payment will be required of the activity receiving the allocation.

3-6. Reimbursable Support. Many activities provide instruction and other types of support to the classroom training program. At the beginning of each fiscal year, CEHND-TD will provide a reimbursable order to each USACE command showing the funds authorized to finance its effort. Costs incurred against these reimbursable orders will be billed to and reimbursed by the Huntsville Division on a monthly basis. Billings for support costs must show, as a minimum, the reimbursable order number; the course number; the instructor's name; and the breakout of labor, travel and per diem, and other costs involved. Overhead costs are not reimbursable. Labor and overhead costs for members whose salaries are paid from General Expenses or OMA funds will not be billed; only their costs for travel and per diem are reimbursable. Timely submission of billings is critical to the effective management of the training program. The reimbursable order expires on or before 30 Sep of each fiscal year. Billings received after 15 Nov will not be paid. Reimbursable orders will

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be automatically closed after the 15 Nov cutoff. Documentation of the decreased amount will be provided to each organization.

3-7. Tuitions and Student costs for attending the Instructional Methods Course.

a. Attendance for the sole purpose of becoming an instructor in the PROSPECT classroom program will be financed as follows:

(1) There will be no tuition charge.

(2) Student costs, including labor, travel, and per diem, will be paid by the Huntsville Division through a reimbursable order. Overhead costs are not reimbursable. No overhead or labor cost will be reimbursable for members paid from General Expense or OMA funds.

b. When attendance is not for the sole purpose of becoming an instructor in the PROSPECT classroom program, tuition will be charged, and the sending activity will be responsible for the student's labor, travel, and per diem.



## CHAPTER 4 - DEVELOPMENT OF NEW TRAINING COURSES

4-1. General. This chapter explains the process and milestones to be used to originate and develop new training courses.

4-2. Policy. All new courses will be developed utilizing COESAT, as detailed in CEHNDP 350-1-2. Paragraphs 4-3 and 4-4 below give an overview of the process and establish the milestones for completion for each course.

4-3. Classroom Training Program. Classroom training courses will be developed as follows:

a. Origin.

(1) Originator may suggest a new course by completing Part I of ENG Form 4713-R, Evaluation of Proposed Training Course (See Appendix D; RCS: CEHR-H-25 applies. This form is manually completed, and must be submitted to CEHR-H by 1 Jul.) Originator should indicate which USACE element is suggested to serve as course proponent.

(a) Originator must send completed Part I and blank Parts II, III, and IV to CDR HQUSACE (CEHR-H), Washington, DC 20314-1000. Forms may be submitted at any time. However, to be included in the earliest possible annual Training Needs Survey, course proposals must be received by CEHR-H NLT 1 Jul each year. (Survey is explained in paragraph 4-3a (8) below.) For example, course proposals received by 1 Jul 94 could appear no sooner than the FY96 PROSPECT Training Needs Survey to be distributed on 1 Feb 95. Proposals received after 1 Jul 94 could appear no sooner than the FY97 PROSPECT Survey to be distributed on 1 Feb 96.

(b) CEHR-H will complete Part II and determine, through consultation with appropriate directorates, which organization (usually at HQUSACE) will serve as course proponent. (Consideration will always be given to the originator's suggestion on proponentcy, but the final decision rests with CEHR-H.) CEHR-H will send all parts of the ENG Form 4713-R to the proponent.

(c) The proponent will review Parts I and II, complete Part III, and return all parts to CEHR-H. Since training development involves major expenditures of government funds, the development of training must be necessary and cost-effective. The proponent is responsible for conducting a formalized needs assessment prior to submission of the ENG Form 4713-R. To complete the needs assessment, the proponent shall determine the appropriate chan-

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nels and methodology to utilize in order to supply do documented, verifiable needs information as requested on the ENG Form 4713-R.

(d) CEHR-H will forward all parts to CEHND-TD NLT 1 Aug each year.

(e) CEHND-TD will complete Part IV within 90 days of receipt, but NLT 1 Nov each year. CEHND-TD will determine proper developmental track (classroom or exportable). Criteria used to make this determination will include: stability of course content; applicability/suitability for either delivery mode; cost-benefit analysis; number of potential students; need for the course (in terms of urgency); and proponent's recommendation.

(f) CEHND-TD will notify CEHR-H of action by forwarding a copy of Part IV of the ENG Form 4713-R. The original copy will become part of the official audit trail for course development maintained by CEHND-TD. CEHND-TD will notify the proponent and originator of action taken.

(2) Some courses may originate as directed training (Appendix A).

(3) Proposed classroom training nominated through the procedure in paragraph (1) above, and which is initially determined necessary and appropriate for development, will be included in the next scheduled PROSPECT Training Needs Survey.

(a) CEHND-TD will prepare and coordinate with the proponent the specific course locations, dates, and number of sessions NLT 15 Dec.

(b) The number of sessions will not exceed two for the initial operational year.

(c) No new course will be implemented prior to 1 Jan (second quarter) of the operational year (in-house and training agent) or 1 Apr (third quarter) of the operational year (contract courses).

(d) The first session of all new courses will be presented in Huntsville, Alabama, unless precluded by environmental or equipment requirements which cannot be met at that location.

(4) Even though the course is included in the annual Training Needs Survey, CEHND-TD will delete it from the course offerings for that year if any of the following occurs:

(a) Results of task analysis survey indicate training is not necessary or appropriate.

(b) Results of the annual Training Needs Survey indicate an insufficient number of students needing to attend the course.

(c) COESAT requirements are not completed by milestones established by CEHND-TD.

b. Development process. In-house and training agent courses will be developed per paragraphs (1) through (13) below. Contract courses will be developed per paragraph (14) below.

(1) Course developer identification (NLT 1 Aug of the year preceding the development year). Proponent will submit names of training course developers/potential instructors to CEHND-TD for each new course he/she sponsors. Example: For classes taught for the first time in FY96, the course developer identification must be made by 1 Aug 94.

(2) Milestone memo (NLT 1 Sep of the year preceding the development year). The proponent and CEHND-TD will agree to the responsibilities of each and milestones for course development. Considerable Corps resources will be expended in the development of a course. In some cases, development will be accomplished by a contractor operating under a firm, fixed-price contract. Contract delays on the part of the Government can warrant claims resulting in additional costs to the Corps. To preclude waste of Corps resources and keep development costs to a minimum, each party must clearly understand and agree to accept its responsibilities. Failure to uphold these responsibilities can result in cancellation of course development, perhaps at great cost to the Corps.

(3) Target population Description (NLT 390 days prior to the operational year). Proponent and developers, in coordination with CEHND-TD, will describe the target population.

(4) Duty List and Inventory (NLT 390 days prior to the operational year). Proponent and developers, in coordination with CEHND, will delineate the major duties of the job and those associated tasks which are currently performed by a successful job incumbent.

(5) Task analysis survey (NLT 375 days prior to operational year). Task Inventory will be utilized by CEHND-TD as the basis for a survey document to be sent to MSC and districts to ensure broad applicability of tasks suggested for training.

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(6) Task selection/analysis (NLT 330 days prior to course start date). Utilizing the results of the survey document, CEHND-TD will meet/coordinate with the proponent and developers to determine those specific tasks deemed appropriate for training. A Task Analysis Worksheet will be prepared by the developers for each task selected for training.

(7) Design meeting (NLT 330 days prior to course start date). During this meeting, CEHND-TD will provide guidance to proponents and developers in the completion of the Objective Analysis Worksheets for each task selected for training and the Schedule of Instruction. (When possible, task selection/analysis should be accomplished at the same meeting as completion of Objective Analysis Worksheet and Schedule of Instruction.)

(8) Development meeting (NLT 270 days prior to course start date). CEHND-TD will coordinate with proponent/developers to establish development meeting dates and location. During this meeting, CEHND-TD will provide guidance to proponents and developers on the preparation of course materials, e.g., student course manual materials, visual aids, and other support materials. (This meeting is optional; need will be determined by the course manager and proponent.)

(9) Dry run (NLT 180 days prior to course start date). Developers will be responsible for providing preliminary lesson plans, audiovisual materials, workbook, and other supportive training materials as deemed necessary for teaching the previously selected tasks. Whenever practical, instructors who will actually be teaching the course will participate in the dry run. Proponent attendance/representation is required to monitor technical accuracy. CEHND-TD course manager will evaluate and advise as to recommended changes from a developmental/educational viewpoint. CEHND-TD will coordinate with proponent on changes required prior to production.

(10) Instructor identification (NLT 31 Jul prior to operational year). Proponents will submit finalized list of instructors, by session, to CEHND-TD for each course which he/she sponsors. CEHND-TD will request availability of each instructor via an CEHND command memorandum by 1 September.

(11) Production. Course developers will be responsible for submitting revised draft materials to CEHND-TD NLT 120 days prior to course start date to allow sufficient time for CEHND-TD to prepare and submit these materials for printing/production NLT 90 days prior to course start date. Developers must adhere to dates

required for submission of materials to CEHND-TD. Delay on the part of the developer to submit his materials to CEHND-TD could possibly result in the absence of training materials at the course site. Should unauthorized delays occur, the developer will be responsible for production and shipment of materials to the course site at no additional monetary or manpower expense to CEHND-TD.

(12) Implementation. Instructors will present training, utilizing approved master lesson plans, and administer approved testing instruments. Each student will complete the testing instruments and an end-of-course evaluation. CEHND-TD will monitor and evaluate each new course/instructors. Proponent attendance/representation is required for initial implementation. Proponent will make comments/recommendations, as warranted, to CEHND-TD.

(13) Validation/evaluation. Evaluation instruments from the first session, i.e., arrays, student end-of-course evaluations, CEHND-TD evaluation, and proponent recommendations, will be used to determine the validity of the learning objectives, content, sequence, methods, and student achievement. CEHND-TD will prepare pretest/posttest item array and tabulate student evaluations. CEHND-TD will prepare recommendations and coordinate with the proponent to effect changes as necessary, prior to the second session.

(14) Development of contract courses will be the same as in-house and training agent courses except as noted below.

(a) Products of paragraphs (3) through (7) above will be furnished to the contractor as government-furnished materials (GFM).

(b) Contract documents will be furnished to CEHND-CT-C as appropriate with milestones above.

(c) Contractor will develop draft lesson and support materials and conduct dry run in accordance with the contract delivery schedule.

(d) Any changes to lesson or support materials identified as a result of the dry run will be incorporated by contractor and materials furnished per contract.

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4-4. Exportable Training Program. Exportable training courses will be developed as follows:

a. Selection of courses for development.

(1) Courses may be nominated for development in the Exportable Training Program per paragraph 4-3a(1) and (2) or 4-4a(2) below.

(2) Certain classroom courses may be nominated for conversion to the exportable mode. The criteria stated in paragraph 4-3a(1) (e) above will be utilized to determine the feasibility of conversion.

(3) The process for approval for development is detailed in paragraph 2-4.

b. Milestone letter (NLT 30 days following approval). Proponent and CEHND-TD will agree to responsibilities of each and milestones for course development. Considerable Corps resources will be expended in the development of this training material. Some development may be accomplished by a contractor. Contract delays on the part of the Government can warrant claims resulting in additional costs to the Corps. To preclude waste of Corps resources and keep development costs to a minimum, each party must clearly understand and agree to accept its responsibilities. Failure to uphold these responsibilities can result in cancellation of course development, perhaps at great cost to the Corps.

c. Subject matter expert (SME) identification (NLT 30 days following milestone letter). Proponent will submit names of personnel who will perform, in coordination with CEHND-TD analysis and design functions and serve as advisors on technical accuracy/content of materials.

d. Notification of course development start (NLT 30 days after course start). CEHND-TD will prepare a memorandum to each USACE customer identifying the approximate distribution date and an estimate of the final course cost.

e. Analysis and design (NLT five months following SME identification). The analysis and design functions listed in paragraphs (1) through (6) below will be performed by proponent/SME, in coordination with CEHND-TD, within time frames established by CEHND-TD to meet any contractual requirements for GFM.

(1) Target population description. Describes the target population to provide a means of assessing the skills and knowledge already possessed by the student. This information establishes baseline entry level training.

(2) Task inventory. Proponent/SME delineate the major functions of the job and those associated tasks which are currently performed by a successful job incumbent.

(3) Task analysis survey. CEHND-TD will utilize the task inventory prepared above to survey MSC and districts to ensure tasks being considered for training have broad applicability across the Corps.

(4) Task selection/analysis. Results of survey will be utilized to determine those specific tasks deemed appropriate for training. Proponent/SME prepare a Task Analysis Worksheet for each task selected for training.

(5) Objective analysis. Developers complete an Objective Analysis Worksheet for each task selected for training.

(6) Design concept. The Task Analysis Worksheet will be utilized by CEHND-TD to develop the course design concept, a detailed explanation as to how presentation of the training objectives will be structured. CEHND-TD will coordinate approval of the design concept with the proponent. Once the design concept is approved, course development will proceed in accordance with this concept. No changes will be made to the approved concept unless required by regulatory changes.

f. Development (NLT five months following approval of design concept). Development of training materials will be accomplished in accordance with design concept established above. Modules for student study guide will be submitted to SME for review of technical accuracy/content. Review must be completed within 30 days after submission. CEHND-TD will be responsible for reviewing for adherence to design specification and educational strategy.

g. Production (NLT three months following approval of course materials). Video production will be accomplished in accordance with design specifications and approved script. Occasionally, proponent/SME presence will be required to ensure technical accuracy during production. Such requirements will be coordinated by CEHND-TD with as much advance notice as possible; however, the schedule established by CEHND-TD must be adhered to in order to avoid costly production delays.

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h. Technical evaluation (NLT one month after production). Completed video and other course materials will be reviewed by proponent/SME board for technical accuracy prior to validation.

i. Validation (NLT one month after production). Course materials will be presented to a group (6-10) of students in the same manner that the course would be presented in actual training, to include pretest and posttest. Students must meet proposed course prerequisites. The proponent will be responsible for furnishing a well-qualified facilitator to conduct the training and for arranging for students to participate in the sessions. CEHND-TD will coordinate the validation and furnish all course materials. Each student and the facilitator will complete end-of-course evaluation forms furnished. CEHND-TD, in coordination with proponent, will evaluate the success of the training materials through the use of pretest/posttest item array, student end-of-course evaluations, facilitator end-of-course evaluation, and other evaluation instruments as necessary.

j. Final needs determination (NLT 90 days prior to fielding). CEHND-TD will survey each USACE command to determine their updated needs for course materials. Distribution will be made in accordance with needs identified at this time.

k. Production/distribution (NLT two months after contract award). Course materials will be produced and distributed in accordance with procedures outlined in Chapter 2, paragraphs 2-5.



CHAPTER 5 - ORGANIZATIONAL AND INDIVIDUAL RESPONSIBILITIES

5-1. General. Many organizations and individuals are involved in Corps training programs as providers and users. This chapter identifies various organizational and individual responsibilities regarding the PROSPECT Training Program. Each element and individual may have additional responsibilities for training.

5-2. CEHND-TD Responsibilities.

a. Manage the PROSPECT programs within approved budget ceilings.

(1) Plan, program, develop, coordinate, review, evaluate, validate, and direct training programs.

(2) Advise HQUSACE elements and other users regarding the objectives of training programs. Provide technical advice and assistance to all levels of management concerning determination of training needs, design and presentation of training, and evaluation of results. Plan and conduct briefings as needed for USACE directors, chiefs of separate offices, and major directorate chiefs on the status and progress of training activities, plans, and programs.

(3) Develop intermediate and long-range plans and program guidance; manage curriculum development and maintenance in coordination with the organizational proponents; coordinate, forecast, and estimate future training requirements.

(4) Provide guidance, coordinate, establish milestones, participate in, and ensure compliance with COESAT process for developing new courses and revising existing courses (Chapter 4 and CEHNDP 350-1-2). Develop special courses to assist Corps elements in the implementation of new or revised policies, procedures, and regulations as directed. Maintain audit trail to explain development processes and decisions.

(5) Determine dates, geographical location, and tuition for classroom courses.

(6) Provide information to the CETIC as requested.

b. Serve as sole registrar for the PROSPECT classroom and other DOD school programs.

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(1) Assign course numbers for all surveyed courses, including PROSPECT and other DOD school courses. Any required training not listed in the annual survey must be requested in accordance with the procedures outlined in the survey.

(2) For PROSPECT courses, serve as the registrar for all eligible attendees per paragraphs 1-6a(1) and (2). Survey for training requirements and allocate all quotas.

(3) For other DOD schools, serve as the registrar for all Corps members. Survey for and submit requirements to appropriate quota managers, and receive and allocate quotas to all Corps element training officers. Included in other DOD schools are Civilian Personnel Administration Training, Defense Management Education Training, DOD service school courses, etc.

(4) Maintain and update current automated catalog(s) and systems.

(5) Process waivers of course prerequisites.

5-3. HOUSACE, Directorate of Human Resources Responsibilities.

a. Director of Human Resources. Implements CETIC recommendations.

b. Human Resources Planning and Development Division (CEHR-H).

(1) Provides staff supervision to CEHND for training issues.

(2) Requires updates, status reports, briefings and evaluations from CEHND, proponents and Corps element training officers, as appropriate, to monitor training operations effectively and efficiently.

(3) Assists CEHND in identifying proponent organization and individual points of contact for existing PROSPECT courses as requested by CEHND-TD..

(4) Coordinates with HQUSACE proponents, CETIC, CEHND-TD), Corps element training officers, and others on training requirements.

(5) Reviews and processes training course proposal forms.

(6) Coordinates high priority and direct-funded training.

5-4. Proponent Responsibilities

a. Organizational proponents. Review training curriculum to include all courses for the functional area, to ensure consistency with mission objectives and eliminate or prevent any duplications between courses; recommend solutions for training tasks not covered by existing courses; recommend the most cost-effective methodology for training; and ensure currency of training content and materials.

b. Course proponents (action officers), within their functional area of responsibility:

(1) Generate proposals for new training courses and revision of existing courses.

(2) Review and evaluate proposed training courses. Complete Part III of ENG Form 4713-R for each course.

(3) Assess current programs' ability to satisfy Corps training needs.

(4) Identify changes in technical content (applicable state-of-the-art techniques and procedures, etc., which have been approved for corps use) and management policies and ensure that training courses reflect these changes.

(5) Assist in the development and review, and provide final approval, of the technical content of PROSPECT courses.

(6) Verify need for existing PROSPECT classroom courses by annually reviewing each course to be presented in the coming year and completing Part II of ENG Form 4712-R.

(7) Recommend and coordinate PROSPECT classroom course and session offerings with CEHND-TD.

(8) Participate in the development of new courses per Chapter 4 and CEHNDP 350-1-2.

(9) Determine in conjunction with CEHND-TD, future disposition (e.g., creation of an advanced course; deletion of an existing course) during exportable course development.

(10) Identify instructors for delivering Corps training programs and SME to develop technical content.

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(11) Furnish recommendation to CEHND-TD on source of presentation (contract, in-house, or training agent) and delivery methodology (classroom, exportable course, other).

(12) Approve requests for waiver of course prerequisites.

(13) Evaluate existing courses.

(a) Send representatives from their office, or functional specialist counterparts in the field, to class session(s) held during the training year to evaluate instruction and talk to the students and instructors. (This travel can often be combined with instructor duties for the same individual.) A minimum of one visit to one class session every two years is recommended. To limit costs, proponent visits will only be made to courses held in CONUS. CEHND will not fund proponent visits to OCONUS courses, unless the proponent will teach a significant portion of the course, as determined by CEHND-TD. If a proponent visit is a required and the course is presented in two different sites, the proponent will visit the one resulting in less travel and per diem, if possible.

(b) Review the test arrays and course evaluations prepared by CEHND-TD and propose changes, corrections, additions, and deletions from the course content as appropriate.

(14) Proponents are precluded from announcing PROSPECT course data (e.g., dates, locations) or changes in the course delivery schedule that have not been approved or announced by CEHND-TD. Further, proponents may not make any training allocations nor unilaterally change course content, methodology, or training agent/contractor.

#### 5-5. SME/Developer Responsibilities.

a. Identify and incorporate into training materials relevant state-of-the-art techniques and procedures approved for Corps use.

b. Comply with requirements and milestones of COESAT (Chapter 4 and CEHNDP 350-1-2) in development of course materials.

5-6. Instructor Responsibilities.

a. Conduct training sessions in accordance with COESAT, Chapter 4 and CEHNDP 350-1-2.

b. Ensure each student completes pretest, posttest, and course evaluation.

c. Forward tests and evaluations to CEHND-TD NLT five working days following completion of training.

5-7. Organizational Training Responsibilities. Within a USACE command, training policy is implemented by the commander/director with the assistance of the training officer or employee development specialist (EDS) and the training committee (where present). Element input to Corps training programs is critical to successful mission accomplishment during each phase of the planning and operating cycle as described in this regulation.

a. Training Officer or EDS Responsibilities.

(1) Circulate PROSPECT Training Needs Survey to all elements of his/her organization.

(2) Ensure that activity training needs for slots in specific courses are provided to CEHND-TD; verify and accept final slot allocations; provide acceptance of quotas received from CEHND-TD.

(3) At the MSC level, distribute quota allocations to districts, matching allocations as closely as possible with requests.

(4) Manage allocations made to organizational elements, distribute student reporting instructions, and promptly notify CEHND-TD of cancellations.

(5) Forward new course proposals (using ENG Form 4713-R) to CEHR-H.

(6) Promote clear understanding of training policy, regulations, and training objectives.

(7) Maintain essential records needed for planning future training and preparing periodic or special reports as required.

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(8) Ensure, in coordination with supervisory personnel, that members meet training course prerequisites prior to nomination, and request waivers from CEHND-TD when necessary.

(9) Identify courses which are effective or ineffective in meeting stated course objectives and advise CEHND-TD of these courses.

(10) Complete reports as requested by CEHND-TD and CEHR-H.

(11) Manage local implementation of the exportable program.

(a) Notify all organizational elements and especially local functional program managers when training programs are available and encourage their leadership, action, and support to ensure that all members needing the training receive it.

(b) Assist functional chiefs in identifying potential trainees in their offices and in field offices.

(c) Help functional chiefs develop training schedules to accomplish identified training.

(d) Assist functional chiefs in selecting facilitators for exportable training courses.

(e) Provide facilitators with training space, equipment, and materials to conduct each training session.

(f) Assist facilitators during training sessions if necessary.

(g) For training conducted by facilitators, collect class roster, pretests, posttests, student and facilitator course evaluations and mail them to Directorate of CE Training Management, ATTN: CEHND-TD-NT, within 10 working days of completion of training.

(h) For individualized training, proctor the pretest and posttest, and forward them, along with the student's end-of-course evaluation as stated in paragraph(g) above.

(i) Ensure student's supervisor has completed DD Form 1556 (per AR 690-400). Record completed training on DD Form 1556, based on completion of tests and evaluation, and enter data into the automated data base.

(j) Report number of personnel trained to CEHND-TD-NT and to CEHR-H, as required.

(k) Survey functional offices to determine the need for exportable courses and provide this information to CEHND-TD during the annual Training Needs Survey.

(l) Maintain an appropriate supply of printed exportable training course materials.

(m) Update exportable training materials by inserting changes/revisions when received from CEHND-TD-NT.

(n) Store materials and control distribution of materials. (Distribution of course materials without conducting training sessions is not authorized. Such dissemination limits training benefits and can cause confusion. Unauthorized use of exportable materials seriously undermines program integrity.)

b. Manager and Supervisor Responsibilities.

(1) Identify the training, educational, and developmental needs of members and categorize these needs based on the priority order as described in Appendix B. Training needs identification must consider the mission of the employing activity and be based on observation of and discussion with the Corps member.

(2) Plan for training. Supervisors must ensure that members meet established training course prerequisites prior to nomination. Waiver requests for PROSPECT classroom courses, when justified, must be submitted to CEHND-TD for approval. Supervisors must submit the appropriate form (DD Form 1556 or other approved document) to nominate members for training (both classroom and exportable) sufficiently in advance to meet any established deadlines. If a primary nominee for a training course cannot attend the course, the supervisor must notify the training officer and attempt to identify a substitute for the primary nominee. (Substitute must meet course prerequisites or submit appropriate request for waiver for approval.)

(3) Prepare members to attend training. Prior to the training course, the supervisor should discuss the training course objectives with the member, relating the course objectives to the individual's assigned duties. The supervisor should also discuss his/her expectations of the person once he/she has completed training. The supervisor will make every effort to allow the member to attend the training. Upon completion of the training, the supervisor will discuss the training with the

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member to determine the value of the training to the organization. Lastly, the supervisor will encourage the member to use the new skills on the job which were acquired from the training course.

(4) Evaluate completed training. The supervisor will complete evaluation forms as requested by the training officer. The supervisor's overall evaluation of the training course relates to its value to the organization, namely, "Did the activity get its money's worth from the training?" and "Would you send another member to the same training course?"

c. Facilitator Responsibilities.

(1) Ensure that training materials, facilities, and equipment are properly scheduled.

(2) Conduct training sessions per facilitator's guide and CEHNDP 350-1-2.

(3) Ensure each student completes pretest, posttest, and end-of-course evaluation.

(4) Prepare attendance roster and complete pretest item array and facilitator's end-of-course evaluation conducted.

(5) Forward roster, tests, and evaluations to the training officer NLT three working days following completion of training.

d. Trainee Responsibilities.

(1) Identify training needs. Assist supervisor in determining training needs and in preparing an IDP.

(2) Request appropriate training courses.

(3) Participate in training.

(a) Attend training sessions in a timely and professional manner.

(b) Actively participate in training by following instructor's/facilitator's directions and guidance, and by completing assigned tasks, including pre-class assignments and homework.

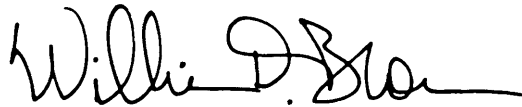


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(c) Complete pretest, posttest, and end-of-course  
evaluation.

FOR THE COMMANDER:

4 Appendices A thru D  
(Listed in Table  
of Contents)

A handwritten signature in black ink, appearing to read "William D. Brown". The signature is fluid and cursive, with a long horizontal stroke at the end.

WILLIAM D. BROWN  
Colonel, Corps of Engineers  
Chief of Staff

APPENDIX A

Definitions

1. CEHND: U.S. Army Engineer Division, Huntsville.
2. CEHND-TD: Directorate of CE Training Management, U.S. Army Engineer Division, Huntsville.
3. CEHR-H: Human Resources Planning and Development Division, Directorate of Human Resources, HQUSACE.
4. Contract Course: A PROSPECT classroom training program course developed and taught under a contract issued by CEHND.
5. Corps of Engineers Systems Approach to Training (COESAT): The Corps system for complying with the requirements in AR 690-400 to develop systematically training based on needs. Description of the system is contained in Chapter 4. Detailed procedures are in CEHNDP 350-1-2.
6. Corps of Engineering Training Issues Committee (CETIC): A committee which provides corporate level guidance and direction for managing USACE training efforts, including all PROSPECT training, and advises the USACE Director of Human Resources on the direction of all training efforts. See ER 15-1-16.
7. Course: Structured training based on identified job tasks. For purposes of the PROSPECT program, the training must conform to Chapter 4 and CEHNDP 350-1-2.
8. Course Manager: CEHND-TD personnel assigned responsibility to oversee/manage courses in accordance with this regulation.
9. Criterion-Referenced Test (CRT): Test to measure student's accomplishment of lesson objectives, with criterion/standard being achievement of objectives.
10. Design Concept: A document detailing structure for presentation of objectives for exportable course.
11. Directed Training: Highest priority training required by a USACE proponent when courses need to be quickly developed and implemented and cannot wait for the normal training requirements cycle.

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a. For classroom courses, the proponent organization provides funds for course development and tuition, announces priority training program by command memorandum, monitors course technical content development, and provides student quota guidance to CEHND-TD. CEHND-TD announces class session dates, locations, and allocations through Corps human resource channels and assures that course is developed in accordance with COESAT methodology.

b. For exportable courses, the proponent organization provides funds for development in accordance with COESAT methodology and distribution, and oversees technical content. The training course is then provided to USACE organizations without charge.

12. Distance Learning: Training conducted by linking an instructor to one or more students via a computer and modem, video broadcast, or other electronic means. Students may also be linked similarly, and interact through electronic forums and/or bulletin boards.

13. Exportable Training: Training conducted by local facilitators or taken individually using visual-based, exportable training materials. Materials are designed for use in a local classroom with the facilitator guiding the training. The greatest benefits are received through this method of delivery. Materials may be utilized for individualized training, with the training officer proctoring the pretest and posttest. Using this method, the student will probably find it beneficial to seek a mentor to help in case of technical questions.

14. Facilitator: In the Exportable Training Program, the individual who leads training sessions.

15. In-house Course: A PROSPECT Classroom Training Program course designed, developed, and taught by Corps members who serve with the permission of their organization.

16. Milestone Memorandum: A joint agreement between CEHND-TD and the USACE proponent to develop a proposed new course in accordance with COESAT methodology, listing responsibilities of each, and milestones for accomplishment. CEHND-TD prepares the milestone memorandum for proponent concurrence.

17. Needs Verification: In the PROSPECT Classroom Training Program, the annual process of determining whether existing (ongoing) courses should be offered in the next training cycle (ENG Form 4712-R).

18. Nontraditional Training: See Exportable Training. May also include individualized, self-paced training using computers, video teletraining, and other such delivery methods.

19. Objectives: Statements which specify precisely what behavior the student must exhibit upon completion of training, the conditions under which the behavior will be accomplished, and the minimum standard of acceptable performance. (Also referred to as training or learning objectives.)

20. Onsite Training: Sessions of regular classroom training courses required by a specific element for its own use. The element provides lump sum funding to CEHND prior to scheduling of training to cover instructor and staff expense (travel, per diem, salary when applicable) and cost of appropriate training materials provided by CEHND-TD. The element is responsible for providing classrooms and required support equipment, notifying and providing students, and funding and arranging for student travel and lodging. (The element assists CEHND-TD in securing lodging for instructors/staff.) Requirements submitted for individual PROSPECT classroom courses should not be included in onsite requests.

21. Operational Year: Fiscal year in which first session of a new course is taught.

22. Originator: Person or organization suggesting a new course.

23. Pay-As-You-Go:

a. Classroom program. Financial procedures used to ensure that tuition costs charged will enable the program to pay for itself. The tuition charge covers all costs for development, instructors, student training materials, and a pro-rata share of the indirect costs.

b. Exportable program. Financial procedures used to ensure that costs charged will enable the program to pay for itself. Charges cover all costs for development, facilitator, student training materials, and a share of the indirect costs.

24. Posttest: A test given to a student upon completion of a course of instruction to measure learning achieved.

25. Prerequisites: Skills, knowledge, and abilities required of a student to participate effectively in a specific training course. Prerequisites may be based on current position, grade, job series, subject knowledge, or experience the student must have.

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26. Pretest: A test given to a student before entry into a course or unit of instruction to determine the technical skills and knowledge he or she already possesses (entry behavior) in a given subject. In classroom courses, this can be used to identify areas for more/less emphasis; in exportable courses, this can be used to identify portions of the instruction the facilitator/student can bypass.

27. Proponent: An individual, usually from HQUSACE, who sponsors PROSPECT training.

a. Organizational proponent: Has overall responsibility for training curriculum for the functional area.

b. Course proponent: Action officer with responsibility for a specific course.

c. See paragraph 5-4 for detailed responsibilities.

28. Proponent-Sponsored Engineer Corps training (PROSPECT): Short-term classroom and exportable training courses sponsored by USACE elements.

29. Short-Term Training: Training, on a full-time basis, of less than 120 calendar days duration.

30. Subject Matter Expert (SME): An individual, usually from a USACE element, who has been designated by a proponent to serve as an advisor/consultant to CEHND-TD for a specified course regarding subject matter, content, objectives, etc. An SME may be an advisor/consultant, developer, course monitor, or instructor; may sometimes perform multiple roles.

31. Target Population: The group of individuals who will potentially require training in a specific area.

32. Task Analysis: A method by which the knowledge, skills, and steps required for task performance are systematically examined.

33. Traditional Training: Classroom based training, using one or more instructors who interact with students in person, at the same site.

34. Training Agent: In the PROSPECT Classroom Training Program, a training agent is a Corps organization, such as a laboratory or district, which develops and conducts a designated PROSPECT classroom course and is reimbursed by CEHND.

35. Training Needs Survey: An annual survey sent to all USACE organizations and non-Corps users of the PROSPECT training program to determine training needs for the next fiscal year.

36. Training Package: In the exportable training program, this includes a facilitator's guide, visual content carrier (e.g., videocassette, computer disk, etc.), student study guide, and job performance aids.

37. Validation: Presentation of training under normal circumstances to determine the validity of learning objectives, content, sequence, methods and student achievement.

## APPENDIX B

### USACE Training Priorities

Human resource development theory describes three categories of learning: training, education, and development. These categories are ranked in order and determine USACE priorities.

1. Priority I. Training which provides new skills and knowledges or improved current skills and knowledge that are needed now to perform one's duties. Priority I needs must be met during the next 6-12 months. Without this training, organizational missions cannot be fully accomplished.
2. Priority II. Training which addresses skills and knowledge needed within the next 12-24 months. This training is designed to provide new skills, improve existing skills, correct performance deficiencies, and prepare individuals to assume additional duties.
3. Priority III. Development of new skills and knowledge that will be used in the future (two or more years hence). Developmental learning can be deferred with little or no impact on current mission accomplishment.

APPENDIX C

<b>VERIFICATION OF TRAINING NEEDS FY__</b> <i>(ER 690-1-414)</i>		<b>REQUIREMENT CONTROL NO.</b> CEHR-H-24		
<b>PART I</b> <i>(To be completed by Training Management, CEHND-TD.)</i>				
<b>TO</b>		<b>FROM</b> CDR, US ARMY ENGINEER DIVISION, HUNTSVILLE ATTN: CEHND-TD P.O. BOX 1600 HUNTSVILLE, AL 35807-4301		
1. COURSE TITLE	2. COURSE CONTROL NO	3. COURSE LENGTH <i>(Hours)</i>		
4. TYPE COURSE		5. CLASS SIZE		
<b>6. COURSE HISTORY</b>				
NO. YEARS CONDUCTED		NO YEARS IN PROSPECT PROGRAM	TOTAL STUDENTS COMPLETING	
FISCAL YEAR	SURVEY SESSION      STUDENT		ALLOCATIONS SESSION      STUDENT	
7. CEHND-TD RECOMMENDATION _____ sessions be surveyed for FY__				
8. CEHND-TD COMMENTS				
<b>FOR ILLUSTRATION PURPOSES ONLY</b> <b>(Local reproduction authorized - blank masters available from local FMO)</b>				
COURSE MANAGER		SIGNATURE	DATE	



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PART II (To be completed by the USACE Proponent)		
TO: CDR, US ARMY ENGINEER DIVISION, HUNTSVILLE ATTN: CEHND-TD P.O. BOX 1600 HUNTSVILLE, AL 35807-4301		FROM:
1. COURSE NEEDED IN FY___ ? <input type="checkbox"/> YES <input type="checkbox"/> No	2. ESTIMATED NUMBER OF STUDENTS FY___ ?	3. NO. OF YEARS COURSE SHOULD BE CONTINUED
4. COURSE FREQUENCY <input type="checkbox"/> EVERY YEAR <input type="checkbox"/> EVERY TWO YEARS <input type="checkbox"/> OTHER (Please specify)		
RELATIONSHIP OF THIS COURSE TO OTHER TRAINING		
a. IS TRAINING OF A SIMIAR NATURE AVAILABLE THROUGH GOVERNMENT, INDUSTRY OR ACADEMIA?		<input type="checkbox"/> YES <input type="checkbox"/> NO
b. IF YES. WHY MUST THIS BE CONDUCTED AS A USACE COURSE? (if available training is sufficient, unsatisfactory, etc., Please explain.)		
6. REMARKS		
a. ARE ANY MAJOR/MINOR CHANGES TO THE FY___ COURSE/MATERIALS ANTICIPATED, I.E., NEW REGULATIONS, POLICY, ETC.? <input type="checkbox"/> YES if yes, please specify <input type="checkbox"/> NO		
IF CHANGES ARE ANTICIPATED, PLEASE ESTMATE HOW MUCH THESE CHANGES WILL COST \$ _____		
b. IS A SUFFICIENT SUPPLY OF DEVELOPERS/INSTRUCTORS AVAILABLE AT THIS TIME TO SUPPORT TRAINING DEVELOPMENT/PRESENTATION NEEDS? <input type="checkbox"/> YES <input type="checkbox"/> NO		
c. THE FOLLOWING MONTHS WOULD PROVE MOST PRACTICAL FOR THE COURSE SESSIONS TO BE SCHEDULED (Please consider instructors availability and peak work periods):		
d. OTHER COMMENTS		
<b>FOR ILLUSTRATION PURPOSES ONLY</b> (Local reproduction authorized - blank masters available from local FMO)		
NAME AND ORG SYMBOL OF COURSE PROPONENT (Type or Print)	SIGNATURE	DATE

APPENDIX D

<b>EVALUATION OF PROPOSED TRAINING COURSE</b> <i>(ER 690-1-414)</i>		USACE CONTROL NUMBER  RCS: CEHR-H-25				
NOTE: FORM MAY BE SUBMITTED AT ANY TIME; HOWEVER, TO BE INCLUDED IN THE NEXT SCHEDULED TRAINING NEEDS SURVEY. IT MUST BE RECEIVED BY CEHR-H BY 1 JULY.						
TO:  <b>CDR, USACE (CEHR-H)</b> <b>WASH DC 20314-1000</b>	FROM: <i>(Originator- Name and Organization Address)</i>					
<b>PART I</b> <i>(Originator completes Part 1 and forwards all parts to CEHR-H. If originator is also Proponent, complete Parts 1 and 111 before sending to CEHR-H. Use additional sheets if necessary)</i>						
1. PROPOSED COURSE TITLE						
2. PURPOSE <i>(Explain why this course is needed, and what knowledges, skills, and abilities trainees should obtain from the course.)</i>						
3. SUGGESTED TASKS/TOPICS TO BE COVERED BY THIS COURSE						
4. TARGET AUDIENCE <i>(List the employees who should attend. Include functional areas, grade levels and series of potential students. List any knowledge or skills nominees should have <u>before</u> attending this class.)</i>						
5. ESTIMATED NUMBER TO BE TRAINED  <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">TOTAL _____</td> <td style="text-align: center;">1st YEAR _____</td> <td style="text-align: center;">EACH ADDITIONAL YEAR _____</td> <td style="text-align: center;">% YEARLY TURNOVER _____</td> </tr> </table> EXPLAIN THE METHOD USED TO DETERMINE THESE NUMBERS:			TOTAL _____	1st YEAR _____	EACH ADDITIONAL YEAR _____	% YEARLY TURNOVER _____
TOTAL _____	1st YEAR _____	EACH ADDITIONAL YEAR _____	% YEARLY TURNOVER _____			
6. SUGGESTED HQUSACE PROPONENT ORGANIZATION/POINT OF CONTACT						
7. COMMENTS           <div style="text-align: center;"> <b>FOR ILLUSTRATION PURPOSES ONLY</b>  <b>(Local reproduction authorized - blank masters available from local FMO)</b> </div>						
NAME, TITLE AND ORGANIZATION <i>(Type or Print)</i>	SIGNATURE	TELEPHONE NO. <i>(Incl. Area Code)</i>  <hr/> DATE				

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<b>PART II</b> <i>(CEHR-H completes Part II and forwards to proponent)</i>		
1. PROPOSED COURSE TITLE	2. CEHR-H CONTROL NUMBER	
3. IDENTIFICATION OF PROPONENT ORGANIZATION <i>(Include point of contact and telephone number)</i>		
7. COMMENTS		
<b>FOR ILLUSTRATION PURPOSES ONLY</b> <b>(Local reproduction authorized - blank masters available from local FMO)</b>		
NAME AND TITLE <i>(Type or Print)</i>	SIGNATURE	TELEPHONE NO. <i>(Incl. Area Code)</i>
		DATE

PART III <i>(Course proponent completes Part III and returns to CEHR-H. Use additional sheets if necessary)</i>		
<b>TO</b>  CDR, USACE (CEHR-H) WASH DC 20314-1000	<b>FROM</b>	
1. PROPOSED COURSE TITLE	2. CEHR-H CONTROL NUMBER	3. SUSPENSE DATE
4. CONCUR WITH RECOMMENDATION TO DEVELOP PROPOSED NEW COURSE AS A USACE TRAINING COURSE? <i>(Explain your recommendations.)</i> <span style="float: right;"><input type="checkbox"/> YES <input type="checkbox"/> NO</span>		
5. WHAT TASKS/TOPICS SHOULD BE ADDED/DELETED FROM BLOCK 3, PART I?		
6. GENERAL		
a. CURRICULUM STABILITY		
(1) HOW OFTEN ARE CHANGES ANTICIPATED?		
(2) WHAT TYPES OF CHANGES WOULD BE INVOLVED? <i>(e.g. regulation update/changes, on-the-job task changes, etc.)</i>		
(3) HOW EXTENSIVE WOULD THE CHANGES BE? <i>(e.g. major - entire course: moderate - half the course, minor- little change: etc)</i>		
b. WHEN IS THE FIRST TRAINING NEEDED? <i>(Qrt/Yr, justify any requirements less than 18 months.)</i>		
c. IS THE TRAINING <input type="checkbox"/> BASIC OR <input type="checkbox"/> ADVANCED LEVEL?		
7. SPECIAL COURSE CONSIDERATIONS <i>(e. g. equipment needs, computer time, funding, regional application, etc.)</i>		
8. TARGET AUDIENCE <i>(Amplify/clarify/verify information furnished in Part 1, Blocks 4 and 5.)</i>		
9. RECOMMEND CLASSROOM <input type="checkbox"/> OR EXPORTABLE TRAINING <input type="checkbox"/> <i>(Explain recommendation)</i>		
10. RECOMMEND SOURCE FOR DEVELOPERS OF COURSE MATERIALS CORPS EMPLOYEES <input type="checkbox"/> LABS <input type="checkbox"/> CONTRACTORS <input type="checkbox"/> <i>(Explain recommendation)</i>		
11. SUGGESTED SOURCE FOR INSTRUCTORS. IF CLASSROOM TRAINING RECOMMENDED IN 9 ABOVE: CORPS EMPLOYEES <input type="checkbox"/> LABS <input type="checkbox"/> CONTRACTORS <input type="checkbox"/> <i>(Explain Recommendation)</i>		
12. COMPLETE FOR ITEMS CHECKED IN 10 AND 11 ABOVE <i>(Name, Organization, and Telephone, if known):</i>		
a. INSTRUCTORS		
b. COURSE DEVELOPERS/SUBJECT MATTER EXPERTS		
c. POTENTIAL CONTRACTORS		
d. LABS		
13. REMARKS		
<b>FOR ILLUSTRATION PURPOSES ONLY</b> <b>(Local reproduction authorized - blank masters available from local FMO)</b>		
NAME, TITLE AND ORG SYMBOL <i>(Type or Print)</i>	SIGNATURE	TELEPHONE NO <i>(Incl. Area Code)</i>
		DATE

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PART IV <small>(CEHN-TD completes and forwards copy to CEHR-H. Use additional sheets, if necessary.)</small>			
<b>TO:</b> CDR, US ARMY ENGR. DIV., HUNTSVILLE ATTN: CEHND-TD P.O. BOX 1600 HUNTSVILLE, AL 35807-4301		<b>FROM:</b> CDR, USACE (CEHR-H) WASH DC 20314-1000	
1. COURSE TITLE		2. CEHR-H CONTROL NUMBER	3. SUSPENSE DATE
4. SIMILAR COURSE OR DUPLICATION OF SUBJECT MATTER OFFERED IN OTHER COURSES BY USACE, FEDERAL GOVERNMENT, INDUSTRY, OR ACADEME? <small>(Explain research method and result)</small>			
5. RECOMMEND CLASSROOM OR <input type="checkbox"/> EXPORTABLE TRAINING <input type="checkbox"/> <small>(Explain recommendation)</small>			
6. CEHND-TD TO CONTROL NUMBER		7. CLASS SIZE <small>(If classroom training selected)</small>	
8. COURSE TO BE DEVELOPED BY			
9. COURSE TO BE TAUGHT BY <small>(Classroom only)</small>			
10. ESTIMATED COST (IN DOLLARS)			
a. DEVELOPMENT	b. FIRST YEAR	c. SECOND YEAR	d. THIRD YEAR
11. REMARKS <small>(CEHND-TD reaction in terms of funding instructor availability. CEHND-TD staff effort required, time needed to develop, etc)</small>			
<b>FOR ILLUSTRATION PURPOSES ONLY</b> <b>(Local reproduction authorized - blank masters available from local FMO)</b>			
12. PREPARED BY			
NAME AND TITLE <small>(Type or Print)</small>		SIGNATURE	TELEPHONE NO. <small>(Incl. Area Code)</small>
			DATE
13. APPROVED BY			
NAME AND TITLE <small>(Type or Print)</small>		SIGNATURE	TELEPHONE NO. <small>(Incl. Area Code)</small>
			DATE