

CEMP-CP  
CEHR-M

Regulation  
No. 350-3-5

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Training  
PROFESSIONAL DEVELOPMENT OF FIRST-TOUR UNITED STATES ARMY CORPS OF  
ENGINEERS OFFICERS

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\*This regulation supersedes ER 350-3-5, 18 March 1994.

1. Purpose. To provide a goal-oriented institutional, operational, and self-development framework that establishes the education, training, and experience of first-term United States ARMY Corps of Engineers (USACE) officers. This regulation provides guidance that allows Commanders flexibility to mold their officers into effective members of their teams while providing knowledge and skills necessary for functional positions and future assignments within the USACE.

2. Applicability. This regulation applies to all USACE elements.

3. Distribution. This regulation is approved for public release; distribution is unlimited.

4. References. See Appendix A.

5. Goal. To provide training and experience necessary for military officers to successfully perform duties leading up to and including those of Commander.

6. Responsibilities.

a. The Commander, USACE has overall responsibility for the implementation of this regulation and for designation of the Program Manager within Headquarters, USACE (HQUSACE.)

b. Activity Commander. The Commander of each Major Subordinate Command (MSC), District and Center is responsible for implementing the program.

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

(1) Review previous experience and training during in-processing period.

(2) Use the Officer Evaluation Report (OER) Support Form DA Form 67-10-1A to establish and execute a training plan to support the professional development of the officer.

(3) Monitor and evaluate program execution, providing guidance to the officer, supervisor, and military personnel offices when required.

d. Supervisor. The responsibilities of the supervisor will 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) Support attendance at scheduled training courses programmed, as stated in the training plan.

(5) Establish duties and performance standards within the functional assignment.

e. Officer. Each first-tour officer is responsible for:

(1) Providing feedback to the supervisor on the progress and adequacy of the training plan during regular counseling sessions.

(2) Participating in the development of his/her OER Support Form and subsequent revisions.

## 7. Training Plan.

a. The training plan will cover the entire tour and will remain flexible enough to permit necessary revisions as the tour progresses. Additionally, the training plan will be contingent on available funds. The following elements, at a minimum, will be present:

(1) Participation in a comprehensive orientation program that will expose the officer to all activity missions and functions within the first 180 days.

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

(3) Periodic field orientation training visits to other USACE organizational levels for familiarization within the first 180 days. 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. A complete listing of formal training through USACE is provided in "The Purple Book FY2020, Managers and Supervisors Training Handbook." This handbook contains both continuing education credits, courses supporting USACE practices, and "PROSPECT" courses, as outlined in section one. Additionally, the handbook includes competitive professional development and Army Service School information.

c. The following minimum training will be completed by officers in the 12A MOS prior to, or during, their first tour in USACE:

(1) PROSPECT, course number 334, "District Officer Introductory Course." This course is conducted annual and will be completed as early as possible during the first year of the tour.

(2) Preparation and training for at least one of the following Skill Identifiers (SI) as soon as possible after the officer is qualified to apply for the examination(s):

(a) SI W5, Project Management Professional (PMP). PROSPECT course 402, "PMP Prep" or commercial preparatory courses are authorized in order to support the completion of the identifier. USACE, executing at the Division and District levels, authorizes the use of funding and time for the purpose of attending these courses

(b) SI W3, Professional Engineer.

d. The following training may be completed by officers in various assigned roles, prior to, or during, their first tour in USACE:

(1) PROSPECT, course number 366, "Construction Contract Administration" (construction functional area).

(2) PROSPECT, course number 004, "Architect-Engineer / Contracting Procedures and Negotiations" (engineering functional area).

(3) PROSPECT, course number 355, "Project Management" (project management functional area).

e. 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.(3), above, PROSPECT, course number 356, "CERCLA/RCRA Process."

f. The following training is optional and highly recommended for officers in the 12A MOS to develop the Engineer Regiment's technical capabilities 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 218, "Civil Design for Planning."

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

g. For Company grade officers, courses required to earn the SI of W6, Construction Quality Assurance Officer:

(1) Defense Acquisition University (DAU) course CLC 222 or COR 222

(2) PROSPECT, course number 029, "Construction Quality Management."

h. Courses required to earn the SI of W8, Facilities Engineer, as outlined in DA PAM 611-21, Table 4-3:

(1) DAU course ACQ 101, "Fundamentals of System Acquisition Management."

(2) DAU course FE 201, "Intermediate Facilities Engineering."

(3) DAU course CON 216, "Legal Considerations in Contracting."

(4) DAU course CON 121, "Contract Planning."

(5) DAU course CON 124, "Contract Execution."

(6) DAU course CON 127, "Contract Management."

(7) DAU course CLM 059, "Fundamentals of Small Business for the Acquisition Workforce." Either DAU course CLC 025 or CLM 059 are required; both are not required.

(8) DAU course CLC 025, "Small Business Program for Contracting." Either DAU course CLC 025 or CLM 059 are required; both are not required.

i. PROSPECT, course number 29, "Construction Quality Management," Army Learning Management System, Distance Learning, construction functional area).

(1) PROSPECT, course 205, "Geographic Information Systems (GIS) Introduction."

(2) Any additional functional area PROSPECT course as per paragraph 6.c.(3).

(3) Courses in preparation for disaster or emergency response.

j. The following optional training is recommended for all officers assigned to increase familiarity with USACE business practices should the activity commander deem appropriate:

(1) District Leadership Development Program.

(2) Regional Leadership Development Program.

(3) Additional training outlined in The Purple Book.

(4) Additional certifications or credentials described in memorandum from the US Army Engineer School (Appendix A, reference 4.)

## 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 will 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 will 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 temporary duty assignments can be used, where appropriate, in conjunction with the permanent assignment to provide the overall background needed for the officer. Such assignments will 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. The rating chain for company grade officers in the 12A MOS is as per USACE CECS-17-003, USACE Military Officer Rating Policy dated 22 Dec 2016, and the MSC quarterly signed Officer Rating Chain.

FOR THE COMMANDER:

1 Appendix  
(See Table of Contents)



RAFAEL F. PAZOS  
COL, EN  
Chief of Staff

Appendix A  
References

1. DA PAM 600-3, Officer Professional Development and Career Management, 3 April 2019. [https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/pdf/web/ARN14707\\_DA%20Pam%20600\\_3\\_FINAL.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN14707_DA%20Pam%20600_3_FINAL.pdf)
2. AR 623-3, Evaluation Reporting System, 4 November 2015. [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=83280](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=83280)
3. DA PAM 611-21, Table 4-3, Current Numerical Listing of Skill Identifiers and Specifications, <https://www.milsuite.mil/book/docs/DOC-153717>
4. United States Army Engineer School Memorandum for Record, SUBJECT: Engineer Military Occupational Specialty (MOS) approved Credentials, Certifications, and Licenses, dated 31 July 2017. <https://www.milsuite.mil/book/docs/DOC-487523>
5. United States Army Corps of Engineers Learning Center. (2019) The Purple Book FY2020, Managers and Supervisors Training Handbook. <http://ulc.usace.army.mil/downloads/purplebook2020.pdf>