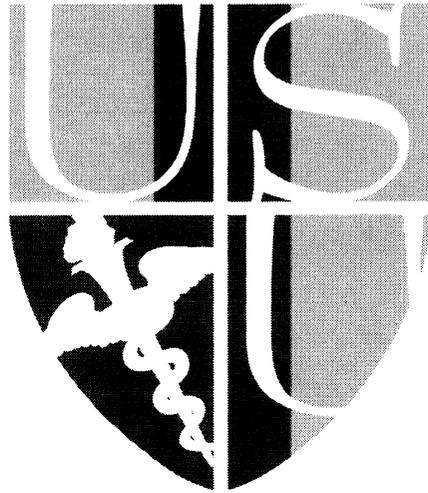


**USUHS
INSTRUCTION
1401**



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

SUBJECT: Employee Development and Training Program

Instruction 1401

(CHR)

ABSTRACT

The training of government employees, regardless of the funding source, is regulated by the Government Employees Training Act. The Office of Personnel Management (OPM) has established regulations based on this legislation for all federal agencies. The Department of Defense (DoD) has interpreted and applied these regulations to Defense agencies.

This Instruction establishes policies, assigns responsibilities, and defines operational procedures at the Uniformed Services University of the Health Sciences (USUHS).

A. Reissuance and Purpose. This reissues USUHS Instruction 1401^a, and establishes policies, responsibilities, and procedures for implementing the USUHS training and development program required by DoD 1400.25-M^b, and FPM Chapter 410^c.

B. References. References used in this Instruction are in Enclosure 1.

C. Applicability. This Instruction applies to civilian employees of USUHS. It applies to all training requests from civilian employees, regardless of the source of the funds used to pay for the training. Some local procedures, as noted, also include military personnel.

D. Definitions. Terms used in this Instruction are defined in Enclosure 1.

E. Policy.

1. Employee training and development are essential functions of USUHS

management. The USUHS mission demands the continual upgrading of employee knowledge, skills, and abilities in order that USUHS personnel can be fully competent in meeting future performance requirements. It is the USUHS policy to encourage employee development at all levels and in all occupational fields. This development can include, consistent with work requirements and priorities: attendance at formal courses during both duty and non-duty hours; participation in appropriate workshops and seminars; and involvement in both informal and formal on-the-job training experiences.

2. Training and development programs must focus on specific identified needs and specific desired results. USUHS employee development and training programs are designed to:

a. Improve employee performance of current duties.

b. Provide a means for systematically developing employee skills in order to meet

current and future manpower skill needs.

c. Provide opportunities for development of high potential employees.

d. Provide employees with the ability to meet changes in organizational policy, mission, technology, structure, or equipment.

e. Maintain state-of-the-art specialized proficiencies.

f. Encourage and facilitate a structured program of upward mobility for lower-level employees.

F. Responsibilities.

1. The President will establish the basic policy for training to meet the needs of individual components of the USUHS.

2. The Civilian Human Resource Management Directorate (CHR) will:

a. Coordinate, implement, and provide general supervision of the training program for civilian USUHS employees.

b. Approve training requests and certify compliance with regulatory requirements.

c. Assist operating officials, when necessary, in an annual survey of training needs.

d. Develop an annual training plan and annual budget.

e. Advise managers on Applications Regulatory Requirements to be sent to requested training programs and courses.

f. Process administrative details related to enrolling employees into in-house courses.

g. Develop and implement evaluation procedures for employees attending all courses.

h. Incorporate grade reports and records of training into the official personnel files of each employee enrolled and participating in an identifiable training event.

i. Prepare training reports.

3. Managers are responsible and accountable for ensuring that their subordinates are competent in performing their duties efficiently and effectively. Supervisors are responsible for: assessing the training needs of each subordinate employee; making resources available for training; providing reasonable opportunity for their employees to attend required and approved training; ensuring that they attend the training courses and subsequently utilize the skills they obtain; counseling their subordinates in career development and productivity improvement; and making recommendations for training that would enhance employee performance.

4. The employee is responsible for submitting a properly completed DD Form 1556 to his/her immediate supervisor for signature and to the Department Chairperson/Activity Head for an authorizing signature. This should be done so that each training application arrives at the USUHS CHR at least three weeks before the registration deadline for the course. Failure to obtain advance approval of training may be the basis for denial of payment by USUHS. The civilian employees shall demonstrate initiative in meeting their training and development needs, and shall expend the time and effort necessary to achieve career objectives consistent with USUHS and Department of Defense goals. Employees shall provide information on self-development activities to the training officer in the CHR office for record keeping purposes.

5. The Training Officer is responsible to the Director, CHR for the overall management, implementation, and evaluation of the USUHS Employee Development and Training Program. The Training Officer shall plan, program, and manage adequate financial and staff

resources to meet the USUHS training needs. The Training Officer shall establish and work with an appropriate USUHS Training Committee to develop training policies and investment strategies; develop and administer recommended training programs; provide professional advice and counseling to employees and management officials; ensure that all required training is conducted in a professional and timely manner; and evaluate the effectiveness of completed training.

6. Training program committees may be established to improve specific portions of the USUHS training program. These committees shall provide the training officer with advice and recommendations and assist in implementing specific programs.

G. Procedures. Procedures that implement the Employee Development and Training Program are in Enclosure 2.

H. Effective Date. This Instruction is effective immediately.

Charles L. Rice, M.D.
President

Enclosures:

1. References
2. Definitions
3. Procedures

REFERENCES

(a) USUHS Instruction 1401, dated May 27, 1993 (hereby cancelled)

(b) DoD 1400.25-M, dated November 25, 1996

(c) FPM Chapter 410, Training

(d) OPS SOP No. FMG 307, Accounting for Training Costs, May 17, 1989

DEFINITIONS

1. Training. A planned, prepared, and coordinated program, course, curriculum, or routine of instruction or education. It has specific objectives, a structured program of study, determined milestones with established time-frames, a method of evaluation, and provisions for recognizing satisfactory completion. Training is an episode where academic credit may be given, tuition charged, and an instructor-student relationship usually exists. Attendance at certain seminars and symposia may be considered training if the primary purpose for attending them is acquiring new knowledge which has direct application to the attendee's position at USUHS.

2. Government Training. All training conducted by a training resource of the federal government, regardless of where the training takes place.

3. Non-government Training. All training conducted by a training resource that is not part of the federal government.

4. Interagency Training. All training conducted by a non-DOD training resource of the federal government.

5. Academic Credit Course. Any course provided by a university, college, high school, or other accredited school (including the U.S. Department of Agriculture Graduate School and similar organizations) as part of its regular academic calendar, and through which credit toward completion of a formal program at the school is earned.

6. Short Course. Any course other than academic credit courses scheduled as part of

a school's regular academic calendar, as well as those offered by government (e.g., OPM, GSA) or non-government trainers regardless of the title of the course. Short courses may be held inside or outside the local area of the USUHS and vary in length from less than a day to several weeks. (Short courses should not be confused with conferences or meetings.)

7. In-House Courses. A course held on-site at USUHS. Courses which meet general needs throughout USUHS and are sponsored and paid for by training monies from the Civilian Human Resources Management budget; or courses which meet individual organizational needs and are paid for by the appropriate organizational component specifically requesting the training course.

8. Conference/Meeting/Symposium. These developmental incidents differ from formal training in that they are usually short in duration, may require fees (not tuition), are normally not highly structured, have a number of speakers or leaders rather than one teacher with an instructor-student relationship, and seldom provide academic credit or require formal evaluation. They may be sponsored by government or non-government facilities through professional societies, trade associations, special interest groups, or similar organizations. A DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) is used only when it is determined that the conference/meeting/symposium is of a "training nature," i.e., it is primarily to train the individual to meet a job-related need. If the conference/meeting/symposium does not meet that test but is a coming together of professionals for other

than training purposes, the proper forms are DD161O (regular travel) and AF 674 (if the event is local).

9. Correspondence Course. A course conducted primarily through the mail system and involving exchanges between the student and an instructor at the school. The material is sent by the training resource directly to the student. The course may be credit or non-credit; government or non-government.

10. Directed Study. A videotape, Computer Assisted Instruction (CAI), or other self-paced program.

11. Official Duties. Agency-authorized duties which an employee is currently performing or could reasonably be expected to perform in the foreseeable future. In most instances, these duties are documented in the position description (PD).

12. Training Priority. The degree of need for training can be separated into three categories:

a. Priority one - Essential: Training that must be accomplished during the immediate training cycle or it will have an adverse mission effect; training needed to ensure attainment of performance objectives or to correct serious performance deficiencies; and training required by *law*, regulation, or higher authority.

b. Priority two - Needed: Training required for systematic replacement of skilled employees through career management or other work force development programs. Deferment will have an adverse mission effect over an indeterminate period.

c. Priority three - Useful: Training that generally broadens an individual and enhances the overall performance levels of employees already considered to be competent. Deferment would have little immediate adverse mission impact but would preclude or delay improving present mission accomplishments.

PROCEDURES

1. Eligibility. All USUHS employees are eligible to participate in training activities at government expense. However, managers requesting training for part-time/temporary employees may be asked to document the necessity and cost-effectiveness of the requested training.

- a. Correct performance deficiencies associated with the execution of official duties in the current position.
- b. Acquire knowledge, skills, and abilities which are part of individual and formal career progression programs.
- c. Acquire competence necessary to perform in the present position where change is occurring due to organizational restructure, policy revision, mission modification, technological innovations, or new equipment.
- d. Meet requirements associated with the overall training and development of activity staff members (e.g., team training and organizational development).
- e. Fulfill retraining requirements for employees displaced through reduction-in-force; or for employees affected by changes in the organization, a reemphasis of the mission, or modified work assignments.
- f. Full retraining requirements for employees who become disabled and cannot perform the duties of their current position.

2. Merit Promotion.

- a. Merit promotion procedures must be followed in selecting career and career-conditional employees for the following three types of training:
 - (1) Training that is part of an authorized training agreement that provides qualifications for a different occupational series.

- (2) Training that is part of a promotion program, even though the promotion may not follow training immediately (e.g., upward mobility, intern, apprentice, and competitively selected long-term training).

- (3) Training that is required before an employee may be considered qualified for a position.

- b. Merit promotion procedures for a selection for training do not apply when the training is associated with a promotion not covered by the agency's Merit Promotion procedures (e.g., an accretion of duties promotion).

3. Identification of Training Needs.

- a. Individual Needs. Individual training needs shall be determined annually, in conjunction with the applicable performance appraisal system cycle. Formal Individual Development Plans (IDPs) are normally required only for probationary supervisors, Senior Executive Service (SES) members, upward mobility program participants, Veterans Readjustment Act (VRA) program members, long-term trainees, persons in cooperative education programs, and other employees under special training agreements. Nevertheless, the use of the IDP is encouraged as an effective tool to accurately identify and meet employees' training needs.

- b. Activity Needs.

- (1) Supervisors, in consultation with their subordinate employees, shall determine and approve individual needs and objectives for each subordinate employee in conjunction with the annual performance appraisal process.

(2) Management officials at each succeeding level of the activity shall review, consolidate, and endorse requirements identified for funding support by subordinate officials. They shall add major or organizational training requirements which are not addressed through the individual needs determination process or which are omitted in the annual training survey reviews by subordinate supervisory and management officials. Careful judgment must be exercised to assign priorities to all sources of need such as individual employee needs, overall workforce skill requirements, and formalized career management programs.

4. General Training Prohibitions.

Expenditures for training shall not be authorized for the following:

a. Training which is primarily for the employee's personal benefit and which would only incidentally increase his/her competence and usefulness to USUHS.

b. In most cases, training or payment of expenses for the sole purpose of obtaining an academic degree, or for qualifying for appointment to a position for which a degree is a basic requirement. Regarding payment of dissertation research fees, requests for funding must be made via the individual's supervisory chain and must explain the direct relationship between the dissertation research subject and the employee's position. If an employee receives a degree from training courses which are primarily intended to improve work performance, the degree is considered an incidental by-product of the training.

NOTE: Recent legislation allows flexibility in exceptions to this prohibition if there is a question of hiring a person into or keeping a person in an identified hard-to-fill

position. CHR should be consulted on the application of the new legislation in specific instances at the USUHS. This consultation should precede the submission of any training requests for the purpose of obtaining a degree.

c. Training in facilities which discriminate in the admission or subsequent treatment of students on the basis of race, sex, age, religion, or national origin.

5. Use of Government Time to Attend Courses.

a. Employees may attend courses wholly on official working time if management judges that their participation would increase their value to USUHS.

b. Courses which the employee desires to attend primarily for his/her personal benefit, and which only indirectly or slightly increase his/her value to USUHS, must be taken on his/her own time and at his/her own expense.

6. Training Records.

a. A record of all authorized training received by each employee while employed at USUHS is maintained by the CHR office. It is recommended that each employee ensure the completeness and accuracy of his/her own training record by periodically reviewing his/her Official Personnel Folder (OPF) or computer printout of training.

b. Employees who take job-related or career-oriented training courses on their own time and at no expense to USUHS, may have the courses recorded in their training records by submitting a DD Form 1556 along with verification by the training resource (e.g., school, college) to the CHR Training Officer (completing only blocks 1, 3, 19a and b, 23a and b). Forms submitted

for this purpose require neither justification nor approval.

7. Evaluation of Training. Employee training and development represent a substantial annual expense to USUHS in time and money. Management expects the results of training to be commensurate with its expenditure of resources. Consequently, the available training resources, the costs involved, and the results of the training must be evaluated continually.

a. Trainees are asked to evaluate the courses they attend and to forward these evaluations through the approving authority to the CHR Training Officer. If grades are awarded, the individual training incident is not completed until a trainee submits an evaluation and grade.

b. The CHR Training Officer shall review the trainee's evaluation, and, as necessary, seek the advice of other employees and managers, regarding the effectiveness of specific courses.

c. Supervisors and managers who certify training for USUHS must evaluate the results of the training. The evaluations are used to determine the extent to which the training has improved the employee's knowledge, skills, attitude, and performance; to ensure that training resources are used economically and effectively in the areas of greatest need; and to establish training priorities and plans for future training. When training results in a substantial monetary savings, or, conversely, is judged inadequate, the CHR Training Officer should be advised.

8. Types of Training Available to USUHS Employees.

a. Undergraduate and Graduate Level Courses. Employees must meet all the academic requirements of the training

institution before enrolling in an academic course.

(1) At DoD installations in the Washington area, there are after-hours courses sponsored by local colleges and universities. Information concerning course offerings is available from the CHR Training Officer.

(2) USUHS employees may, with prior approval, attend academic credit courses given on campus at colleges and universities. Ordinarily, only one course per semester is allowed. USUHS payments usually cover costs of tuition and books.

b. Short Courses. USUHS occasionally offers short courses in certain program areas. These courses are taught during working hours and provide for the needs of USUHS employees. In certain cases supervisors, managers, and employees may request a special course to be brought on-site at USUHS. When enrollment for an in-house course is available USUHS-wide, "no-shows" and late cancellations may be charged to a Department on per capita rate for the expense incurred by the CHR in providing the course. Employees desiring training may request (or be assigned to take) short courses at non-government facilities.

c. Interagency Training. There are a variety of interagency courses in Management, Personnel, Finance, Supervisory Development, Computers, Clerical Skills, and other areas. Publications, bulletins, and brochures will be available from the CHR Training Officer.

d. Supervisor/Manager Training. Basic supervisor and manager training courses are advertised, and in some cases offered at USUHS periodically in order that:

(1) New supervisors and managers can meet the mandatory 40 hours of supervisory training.

(2) Experiences supervisors may receive appropriate up-dates and refresher training.

9. Training through Non-Government Facilities.

a. Limitations.

(1) Temporary employees (under certain conditions), and employees who occupy permanent career, career conditional or excepted positions, who are expected to utilize the training in performance of job responsibilities, are eligible to attend training in non-government facilities.

(2) An employee's total training may not exceed 1 year during the first 10-year or any subsequent 10-year period of his/her continuous or non-continuous service in the government following the date of initial entry into the civil service (time spent in a non-pay status counts toward the 10-year period.) If an employee receives less than 1 year of training in any decade, there is no carryover or accumulation of eligibility to the next decade.

(3) The following are not counted against the 1 year in 10 limitation:

(a) Short courses, seminars, or other training that do not exceed 40 hours within a single program.

(b) Training provided by manufacturers as part of the normal service incident to the purchase or lease of their products under procurement contracts.

(c) Training through correspondence courses.

(4) The USUHS President may waive this 1 year in 10 limitation for an employee when all the following conditions are met:

(a) The employee is serving under a career or career-conditional appointment or under an appointment without time limitations in the excepted service.

(b) The training, when added to

the amount of previous training through non-government facilities, would not exceed 2 years in the current 10-year period of service.

(c) A record of the authority used in making the waiver is inserted into the employee's OPF, showing description of training, amount of training applied toward limitation, time period for which waiver is required, description of major duties to which training applies, beginning of next decade of service, and statement of reasons why limitation or postponement of training would be contrary to the public interest.

(5) A USUHS employee having less than 1 year of current, continuous civil service is not eligible for training in a non-government facility unless the approving official determines that postponement of the training would be contrary to the public interest, and so certifies on the training request. The approving supervisor must attach a written justification to the DD 1556 attesting to the fact that the expenditure of training funds is beneficial. Examples of such training include:

(a) Training which does not exceed 40 hours within a single program, semester, or quarter.

(b) Training provided by manufacturers as part of the normal service incident to the initial purchase or lease of their products under procurement contracts.

(c) Training through correspondence courses.

(d) Training essential to law-enforcement activities.

(e) Training essential to the protection of life, safety, or property.

(f) Training which employees can take at little or no cost to their agencies, other than salary expenses.

(g) Training which is part of a formal apprentice training program for a

skilled trade.

(h) Training which is relatively short, highly specialized, very closely job-related, and of immediate application.

(i) Training which is an integral part of a formal, entry-level, developmental program.

(j) Training in a Non-government facility will not be authorized if the training need can reasonably be met through available government resources.

(6) University courses for intermittent and part-time employees must be justified fully on the basis of value to the government, as well as on reasonable expectation of continued employment at USUHS upon completion of the courses. Only in exceptional cases will approval be granted to these employees for more than one course per semester. When such an exception is granted, the training shall not be accomplished on government time and written justification by the supervisor shall be required.

b. Agreements to Continue in Service.

(1) Requirements. Before employees are assigned to non-government training exceeding 80 hours, they must sign an Employee's Agreement to Continue in Service (section 38 of the DD Form 1556) stating that they will continue as a USUHS employee for an appropriate period of time. Should they voluntarily leave USUHS before this obligated service ends, they will reimburse USUHS for the expenses incurred by USUHS in connection with the training.

(2) Exceptions from the Continued Service Agreement. The employee's agreement to continued service is not required when the training:

(a) Involves no expense to the government other than the employee's salary.

(b) Is provided by manufacturers as a normal service incident to initial purchase or lease of their products under procurement contracts.

(c) Does not exceed 80 hours within a single program, quarter, or semester.

(d) Is provided through correspondence courses.

(3) Transfer to Another Government Agency. If an employee transfers to another agency or department in the same, or any other branch of the government, and has time remaining on a continued service agreement, the remaining service obligation will be transferred to the other agency.

(4) Computing Length of Continued Service.

(a) 1 for 1. For training in a non-government facility exceeding 80 hours in a single program, semester, or quarter; taken on the employee's time; and for which some or all of the expenses are paid by USUHS, the obligated period is equal to the number of hours that the employee is in training or one month, whichever is greater.

(b) 3 for 1. For training in a non-government facility exceeding 80 hours in a single program, semester, or quarter; taken on government time and for which some or all of the expenses are paid by USUHS, the obligated period is three times the number of hours that the employee is in training.

(5) Recovery of Funds. Employees who complete long-term training in a non-government facility and plan to leave government service prior to fulfilling a service agreement, must reimburse USUHS for training expenses in an amount proportionate to the remaining service obligation. The employee or his/her supervisor is requested to notify the CHR

Director in writing at least 21 calendar days prior to departure. An employee who has reimbursed the government for an unfulfilled service obligation upon voluntary separation is not entitled to a refund if later reemployed with the government. Repayment will not be required in any one of the following circumstances:

- (a) Ten percent or less of the service obligation remains.
- (b) The employee is transferring to another government agency.
- (c) The employee enters on active military duty with restoration rights under CFR 353.
- (d) A waiver has been granted by the USUHS President.
- (e) An appeal of denial of waiver has resulted in the granting of a waiver.

(6) Waiver of Payment.

(a) Employees may request in writing a waiver of repayment to the USUHS President who is authorized to waive in writing (in whole or in part) the obligation to repay training expenses under a continued service agreement in the following circumstances:

1 The employee has completed most, but not all, of the required service period.

2 An employee resigns due to personal illness or to a serious illness in the immediate family.

3 An employee is unable to make the required payment because of severe financial hardship.

(b) An employee may appeal a denial of waiver of repayment obligation to the President, USUHS. The employee must submit a written appeal via the CHR Director within 14 days after receiving notification of the right of appeal. The appeal must include:

1 Summary of reasons

requesting the review.

2 Copies of the original DD 1556 with the signed Continued Service Agreement and the original request for waiver.

3 Other supporting documents which the employee wishes to have considered.

10. Funding and Payment of Training Expenses. USUHS OPS SOP NO. FMG 307^d describes accounting procedures for training costs. For a majority of cases, course costs are charged against Area/ Organization 30361, CHR. However, travel costs and registration fees for meetings, conferences, and symposiums which do not qualify as training incidents, are charged to individual department cost center codes. Requests for prepayment should be made through a memo submitted with the DD 1556. Reimbursement to the trainee during training may be done in some instances. The trainee should contact CHR. Payment after completion is generally done when the vendor submits an invoice to CHR, stating that the training has been delivered.

NOTE: Only in rare cases will USUHS reimburse an employee for training taken or begun without authorization. The President, USUHS, must provide a waiver before payment shall be authorized. The USU HS Training Officer must be consulted before a request for reimbursement is submitted in these instances.

11. Procedures for Requesting Training Activities.

a. Forms Required.

(1) DD 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) is used to request all government or non-government training. A

separate DD 1556 is completed for each training incident. Note that although this form is intended for use by civilian employees, military personnel at USUHS may use it if the requested training is related to the requirements of positions held at USUHS.

(2) In-House

Registration Form. An in-house registration form will be used in place of the DD 1556 when an employee registers for on-site USUHS courses. The CHR will pay for the course through the DD Form 1556 process.

(3) College Registration

Forms. The CHR Directorate will not process forms from an academic institution.

(4) Division Request for On-Site Training Support. Each USUHS organizational component requesting a specific course presentation for their employees will complete a Division Request Form and submit it to the CHR Training Officer. Division Request Forms are available from the CHR.

b. Processing DD Form 1556.

(1) All requests for training must be approved by CHR and certified by the Finance Division prior to enrolling in, or making any commitment to, training. Upon approval, employees should personally pre-register in non-government off-site short courses. This registration will be confirmed by the forwarding of a DD Form 1556 by the CHR Training Officer. Requests should be processed in sufficient time to reach the CHR Training Officer at least 3 weeks prior to registration.

(2) Training requests will be routed to the CHR Training Officer via the employee's supervisory chain, the administrative officer, and the authorizing official.

(3) The employee will complete a separate in-house registration form or a DD

1556 for each course, using the detailed instructions on the reverse side of the form's face-sheet. Handicapped employees will alert the CHR Training Officer about any special requirements that he or she will need to participate in the course.

(4) In the event of a course cancellation or other such evolving circumstances that prevent an employee from attending a scheduled course, the employee must immediately notify the CHR Training Officer, the employee's own management chain-of-command, and if appropriate, the training facility about the situation.

(5) Employees shall certify satisfactory course completion via a course evaluation form sent by the CHR Training Officer. The evaluation form should be returned within 10 days of receipt. Subsequent training requests will not be processed until the certification is received by the CHR Training Officer.

(6) Employees who receive a failing grade, or who fail to complete or attend the designated training, will be required to reimburse USUHS except in cases of personal illness, emergency leave due to death in the family, or workload requirements verified in advance by the supervisor.

(7) The supervisor will sign and date the DD Form 1556 or In-House Course Registration Form, indicating his/her concurrence and verify that the training is related to the employee's current position and official duties as outlined in his/her position description.

(8) When an employee has not previously completed training satisfactorily, a justification typed in memorandum form and attached to the DD Form 1556 is required for subsequent training. Approval for an employee to repeat a course will generally not be given.

Enclosure 3

(9) Authorizing Official. The authorizing official will approve the training by signing and dating the DD Form 1556 in the appropriate entry box. Authority to approve all courses is delegated by the USUHS President to the directors of each division. In the absence of these officials, those who are officially acting for them may sign as approving official.

(10) CHR Training Officer. The CHR Training Officer will review training requests for conformity to regulations and will certify before processing that the training is job-related and that the employee is eligible. Questions regarding disapprovals will be resolved by the CHR Training Officer, the employee, the employee's supervisor, and the authorizing official.

(11) Payment Procedures. Upon receipt of an invoice from the school or other training source, the CHR Training Section will certify the invoice and forward it with a copy of the approved training request to the Finance Division to initiate payment. Advance payments may be arranged under special circumstances. A memo requesting advanced payments must be attached to the DD 1556 when it is submitted to CHR Training Section.

(12) Limitation. When a training course exceeds \$25,000 in cost or requires development in order to meet a specific requirement that cannot be addressed through an off-the-shelf training source, the USUHS Contracting Division must contract for the course. The CHR Training Officer will provide the Contracting Division with the following information:

(a) Complete description of the required training.

(b) Recommended sources, if possible.

(c) Technical evaluation criteria for selecting the final contractor.