



# **Installation Training Guide**

**Published by the Civilian Personnel Office**

**RAF Mildenhall IAW AFI 36-401**



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**1<sup>st</sup> January 2013**

## **INTRODUCTION**

This publication is a guide only and should not be used to substitute for specific regulatory and policy guidance. It is distributed annually and also available to view on the Civilian Personnel Office website.

The handbook provides guidance on management of the training and development for U.S. appropriated fund and UK appropriated fund direct hire as well as Indirect Hire MoD civilian employees.

POC for advice and guidance on training and development for civilian employees, please contact our Civilian Training and Workforce Development Section –

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## **PURPOSE OF GUIDE:**

The Installation Training Guide (ITG) is designed to assist leadership, managers and supervisors at Mildenhall, Lakenheath, Croughton, Fairford, Menwith Hill, Alconbury & Stavanger. It defines the objectives and requirements of civilian training and development, setting up the responsibilities and methods for the conduct and administration of the program.

The successful training of employees depends upon accurate and timely identification of organizational and individual training needs. This guide will assist you in the identification and reporting of those needs and contains local operating procedures.

The handbook provides guidance on management of the training and development for U.S civilian appropriated fund and UK appropriated fund direct hire (appropriated fund) as well as Indirect Hire MoD civilian employees.

The ITG is intended to assist in the prudent use of the limited funds allocated by congress through HQ USAF. Air Force Instruction (AFI) 36-401 requires all training requests be reviewed by the Employee Development Manager (EDM) for statutory, regulatory and administrative requirements. Training must also be approved/disapproved by the EDM, regardless of funding source.

# **AUTHORITY**

## **Government Employees' Training Act of 1958 (GETA)**

GETA was passed in 1958 and created the framework for agencies to plan, develop, establish, implement, evaluate and fund training and development programs designed to improve the quality and performance of the workforce. The Act was codified into Chapter 41 of Title 5, U.S. Code. The Act was amended by the Federal Workforce Restructuring Act of 1994. The policy of the U.S. Congress declared in GETA states "it is necessary and desirable in the public interest that self-educated, self-improvement and self-training be supplemented and extended by Government sponsored programs for the training of such employees in the performance of official duties and for the development of skills, knowledge, and abilities which will best qualify them for performance of official duties."

## **Air Force Policy Directive and Instruction**

AFPD 36-26 Total Force Development 2<sup>nd</sup> September 2011

AFI 36 – 401 Employee Training and Development 28<sup>th</sup> June 2002

AFI 36 – 2301 Developmental Education 16<sup>th</sup> July 2010

AFI 36 – 2640 Executing Total Force Development 16<sup>th</sup> December 2008

USAFE Instruction 36-704 Administration of Local National Indirect Hire Civilian Employees in the UK (MOD)

USAFE Instruction 36-707 Administration of Local National Direct Hire Employees in the UK

## **Types and Sources of Training:**

Training, under the law, may be full-time or part-time, OJT, on or off duty, day or evening, or any necessary combination of these. It may be accomplished through correspondence, independent study, classroom work, conferences, workshops, supervised practice, or other methods or combination of methods. It may be given by the Air Force, another Government Agency, a vendor, a professional association, or other competent groups in or out of the government

Units purchasing training with unit GPC should attach approved SF 182 Form to the transition information in the GPC folder. Section D -3 & section E of the SF 182 form should be approved by the EDM before the training is purchased.

## **RESPONSIBILITIES:**

**Civilian Personnel Office** designates an Employee Development Manager (EDM) to administer the local training and development program.

**The Employee Development Manager (EDM)** is the consultant to leadership, managers, supervisors, and employees for identifying and meeting training needs. The EDM is located within Civilian Personnel, Bldg. 435, RAF Mildenhall. The EDM is responsible for reviewing and approving/disapproving all requests for training according to statutory, legal and administrative requirements, regardless of funding source. All training requests for appropriated fund civilians must be processed and approved **prior** to the training start date by the EDM. The EDM's main responsibilities are: (AFI 36- 401).

The EDM conducts an Annual Training Survey to identify training and development needs and takes appropriate action to meet those needs in priority order

Prepares and distributes the Installation Training Guide

Serves as the Resource Manager, Authorizing and Approving official for PEC 88751 & PEC 84753 funds.

Evaluates training courses and overall training and development program to ensure objectives are met

Provides counseling for supervisors and employees on sources, types, quantity and status of training

Prepares the Annual Installation Training Plan (AITP) and briefs at quarterly CRCB which acts as a Management Training Committee in the UK

**The Employee Development Assistant (EDA)** The EDA supports the EDM by maintaining documentation for the assigned functional areas. The EDA maintains course folders in accordance with current policy and guidance.

**Civilian Resource Corporate Board (CRCB)** consists of senior military and civilian managers at each wing who address base-wide civilian personnel policy issues. The CRCB is the primary body for creating policy and providing direction on areas such as budget and manpower to the Civilian Personnel Flight. The CRCB also serves as the Installation Training Committee and approves the training funds allocation for the Annual Installation Training Plan (AITP).

**Squadron Training Coordinators/Unit Training Managers** - Under direction from CC responsibilities are to liaise between the EDM and the managers and supervisors within their squadron. The training coordinator is responsible for all internal matters. During the annual training survey they are responsible for collecting the training requirements submitted by the supervisors within the organization and for ensuring that all the requests

are complete. They then submit the package for Group Commander approval before returning to the EDM.

**Managers and Supervisors** responsibilities are to: -

- a. Determine employee's training needs.
- b. Review mission, program or system changes and career plans to determine training and development needs; prioritize those needs and develop impact statements if training is not funded.
- c. Consult with EDM on identifying training needs and the most economical and efficient sources of training.
- d. Ensure affirmative action objectives are considered in identifying training and development needs.
- e. Prepare required documentation (SF Form 182) when requesting training.
- f. Ensure that employees are released to attend required training.
- g. Inform and counsel employees on self-development opportunities and, when applicable, the requirements of special training, career and management development opportunities.

**Employee** responsibilities are to:

- a. Participate in direct training and developmental activities.
- b. Maintain the necessary competence to do the job and help the organization meet its mission.
- c. Share knowledge gained from such training activities with co-workers.
- d. Assist in training other employee's.
- e. Assume the primary responsibility for self-development and assure their personnel records reflect current training and development accomplishments.
- f. Periodically review training and education records for accuracy.

## **MAMAGEMENT TRAINING COMMITTEE (MTC)**

AFI 36-401 2.2 & attachment 5.1.2.4. requires that each installation has a MTC to discuss and determine funding from PEC 88751 funds. In the UK the CRCB will act as the MTC. Each wing ( 100<sup>th</sup> ARW, 48<sup>th</sup> FW & 501<sup>st</sup> CSW ) has a separate CRCB which meets quarterly.

Training needs are forecast through the administration of an Annual Training Survey. The annual “call” is distributed at the beginning of December to each wing. The training requests from the survey are endorsed by GROUP COMMANDER before submitting the requests to the EDM by the suspense date of 31<sup>st</sup> January each year. The EDM enters valid requests into “CATNIP” which are forwarded to USAFE & AIR STAFF. Requests can be disapproved at any level. Successful input is worked by the EDM for funding when funds are distributed the following FY. Depending on the allocation of funds, some requests may not be funded. The EDM works with individual units to determine up to date requirements and fund appropriately with available funds. EDM briefs CRCB quarterly to keep informed of status of budget and any other relevant information for the previous, current and forthcoming FY.

## **THE ANNUAL TRAINING SURVEY (ATS)**

The effectiveness of Air Force training and development programs is dependent upon the thorough and conscientious determination of all civilian needs. AFI 36-401 requires an annual plan for determining, documenting and reporting employee training needs and to program, budget and validate the resources needed to support the identified needs.

The EDM initiates the Annual Training Survey each December for the following FY by requesting information from each organization within each of the 3 “Wings”. The call contains full instructions for completing the survey in a timely manner with a suspense date for input to the EDM by COB 31<sup>st</sup> January. This timeframe allows adequate time for each squadron to filter the information down to the supervisors for input and for the squadron to set their own internal suspense’s to verify requests before they are forwarded for Group Commander approval before returning to EDM to meet 31<sup>st</sup> January suspense.

Only Priority 1 requests are required which must be accompanied by a mission impact statement. Supervisors are responsible for documenting valid training needs on the survey worksheet. Priority 1 requests must meet Priority 1 definitions (Memorandum AFI 36-401 dated 6<sup>th</sup> April 2011) Priority 1 training must meet at least one of the following:

- a. Is required by Federal or State law, regulation, Executive Order or DoD Directive.
- b. Meets occupational certification and/or licensing requirements as a condition of continued employment.
- c. Maintains critical functional/occupational competencies identified by career field managers and/or Air Force policy and instruction

Input from the survey is input into CATNIP and forwarded to MAJCOM level for approval. MAJCOM level approved requests are forwarded to AIR STAFF and these requests help determine the actual amount of funding allocated the following FY. These approved requests form the basis for the Annual Installation Training Plan (AITP) for the following FY.

## **ANNUAL INSTALLATION TRAINING PLAN(AITP)**

The Annual Installation training plan are the approved requests that are required for funding requested in the annual Training Survey. The plan pertains to the needs identified by the supervisors of Appropriated Fund Civilian employees to include US and Local National. The plan only includes requirements for funding from PEC 88751 civilian training funds.

During the first quarter, spending is usually very limited due to delays in the availability of Fiscal year funding. During this period the EDM will request an update to the requests submitted and delete any no longer required. This new list will be the requirements that the EDM works with for funding when the \$ amount is allocated for the FY.

If there are more requests and the \$ amount allows for funding the EDM will look more closely at each individual requirement and take into account various considerations to determine what requirements are actually funded. Some considerations may include looking to see if similar training was received in the previous FY. If more than one request has been made – look to cut the number attending the training. Look at the members DEROS date. If the member is within 6 months of PCSing it may not be in the best interest to fund.

The EDM ensures that:

- a. requirements represent training needs as indicated by past training activities and anticipated future needs
- b. projected training costs are reasonable and sufficient to accommodate predicted expenses and
- c. additions, deletions and adjustments to training requirements and estimated costs reflect optimum use of resources

## **OUT OF CYCLE TRAINING REQUESTS**

Even the best plan will fail to identify all requirements. When urgent requirements are generated by mission or personnel changes, it may be necessary to break into the normal cycle and provide training immediately. An Out of Cycle request can be made on a SF 182 Form with a Priority 1 justification statement attached which should be endorsed by Squadron Commander. To fund an out of cycle request may mean losing a request that has already been requested if the Out of Cycle request can be deemed as more important to fund.

## **IDENTIFYING TRAINING NEEDS.**

A need is generally a “gap” between what is currently in place and what is needed, now and in the future. The gap represents a discrepancy between what the organization requires and what actually happens, in terms of job performance, competencies, skills and abilities. The supervisor is in the best position to recognize if there is a training need.

The following are some of the main factors that could indicate training needs of your employees:

New employees and supervisors

Trainees

Mission and program changes

New equipment/systems/programs/technology

Reassignments

Poor Performance

## **CIVILIAN TUITION ASSISTANCE**

PEC 88751 funds cannot support funding Tuition Assistance training. Tuition Assistance IAW AFI 36-401 is considered Priority 3 training. USAFE does not have a policy to support funding T/A

## **FUNDING TRAINING**

Funds to pay for training come from several different sources depending on who is receiving training and/or why the training is required.

- a. Civilian training and education PEC 88751 funds
- b. Centrally funded Formal Training
- c. Unit funds

**PEC 88751 Funds** are the civilian training funds managed solely by the EDM. The annual budget \$ amount is distributed through USAFE

**Formal Training** which is centrally funded (CT) must have TDY Orders requested by the student through TDY to Schools or as specifically advised on the “Quota rip”

<https://www-r.aetc.af.mil/fm/tools/ttsnet.2.0/login/>

The orders are certified and returned to the student. Formal school training can also be unit funded slots (CP). These slots are funded by individual unit or PEC 88751 funds. TDY Orders are processed locally for CP seats.

Formal training is provided on a quota basis, to meet identified requirements. The EDM is responsible for sending any “rips” to individuals to obtain appropriate signatures and then confirming the slot in MILPDS. The EDM also assists individuals as necessary to process their own TDY Orders through the TDY to schools web link above.

**Organizational UNIT Funds:** Organizations often use their own funds to pay TDY costs associated with training. These funds may be used to pay for tuition and registration fees for courses not covered by the above referenced funds if those funds have been exhausted.

**NOTE - MOD Training requests – MOD Form 154** should be used for non Priority 1 training, educational and self development training. The form should be routed through the local MODPO office after the squadron Commander has endorsed approval before sending to the EDM to review and approve. The EDM sends approved forms to finance to have funding verified. All other training requests for MOD should be requested in the normal way on SF 182 form

## **EVALUATION OF TRAINING**

At completion of the training, supervisors must provide an evaluation on the results obtained through the training, comparing the employee's pre training and post training performance in order to determine if the training objectives were met.

The evaluation process completes the training and development cycle. Supervisors, employees, managers and 100 FSS/FSMC personnel evaluate training continually to:

- a. determine how well a specific training course/program has met its objectives
- b. determine whether there have been Performance and productivity improvements
- c. formulate future plans for training and development
- d. provide information to HQ USAFE for the purpose of improving management decisions and budget and program support and
- e. compile quality reports that include narrative statements as to the value of training to the installation

## **SF 182 FORM**

The key document in requesting and providing Air Force training is the standard SF 182 Form

### **SF FORM 182, AUTHORIZATION, AGREEMENT, CERTIFICATION OF TRAINING**

SF FORM 182 is used for requesting training (see sample at Appendix 1). The SF Form is used as a vehicle to request training, to pay for training (i.e. payment for TDY expenses) and as a record of course completion. Submission of a SF 182 is an agreement between the supervisor, employee and 100 FSS/FSMC that the employee will be released from duty for the specified training date(s).

Approval: The EDM must review and approve/disapprove all requests for training according to statutory, legal and administrative requirements, regardless of funding source.

A SF 182 Form must be submitted for all training requests funded from unit or CPF training funds (PEC 88751): Page 1 & 2 is required. Specific block-by-block instructions for completion are included with the form. A signed CSA agreement is also required for training over 80 hours

Timely submissions: All requests for training (e.g.; SF Form 182) must be submitted to 100 FSS/FSMC no later than 10 working days prior to the class start date, to allow ample time for review, approval, certification and confirmation of approval to the employee.

AFI 36-401 requires a continued service agreement be signed for training over 80 hours in length and for some long term developmental training ( see appendix 2 ) If an employee leaves the government before completing the period of service in the agreement, he/she must reimburse the agency for all expenses paid in connection with the training (excluding salary). However, the amount of reimbursement is reduced on a pro rata basis for the percentage of the obligated service completed. If an employee transfers to another federal agency or branch of the government before completing the period of service the agreement, the remaining service obligation is transferred to the gaining agency. Employees will be notified when a CSA is required.

## **MANDATORY SUPERVISORY TRAINING IAW AFI 36-401**

Supervisory/Managerial initial training for all newly assigned supervisors helps bridge the gap between the skills required at the working level and those required at the supervisory level. First-level civilian supervisors are to be provided with this initial training within 6 months after assignment to a supervisory position (AFI 36-401). 100 EDM gives guidance on a series of courses specifically focused on developing supervisors/managers depending on the type of person they supervise. Most mandatory supervisory training is now provided on line IAW AF policy.

Local training courses have been developed specifically for supervisors supervising Local National Direct Hire & Indirect Hire employees (MOD). For further information please contact Christina Switzer DSN 238 4063

## **NEW EMPLOYEE ORIENTATION (NEO)**

AF/A1D NEO policy mandates New Employee Orientation training for all new employees to the AF. The training course is completed on line and individuals are presented with an AF pin on completion

Former military personnel who are starting a career as a civilian are only required to complete two of the seven modules but are not presented with the AF pin.

## **CAREER PROGRESSION TRAINING**

The annual “calls” for individuals to be nominated or apply for developmental training are sent out during the spring of each year. The EDM forwards information to all civilians.

The Civilian Development Education (CDE) call is made annually and includes SOS, IDE & SDE training. Requests are made on Form 4059.

Full details for all developmental training and the process to apply are available through the AF Portal – Life & Career, Force Development or EDM

## **MY BIZ**

Individuals are encouraged to update their own training completions through “My Biz” which can be found through the AF Portal. Educational and certifications can also be updated and “self certified”

Assistance can be provided from the EDM if necessary. Education updates will need to be forwarded to AFPC as these cannot be done locally by the EDM. A form 612 will need to be completed. AFPC take 30 days to complete any updates.

# APPENDIX 1

<b>AUTHORIZATION, AGREEMENT AND CERTIFICATION OF TRAINING</b>			A. Agency, code agency subelement and submitting office number		B. Request Status <i>(Mark (X) one)</i> <input type="checkbox"/> Resubmission <input type="checkbox"/> Initial <input type="checkbox"/> Correction <input type="checkbox"/> Cancellation	
<b>Section A - TRAINEE INFORMATION</b> Please read instructions on page 6 before completing this form						
1. Applicant's Name <i>(Last, First, Middle Initial)</i>			2. Social Security Number/Federal Employee Number		3. Date of Birth <i>(yyyy-mm-dd)</i>	
4. Home Address <i>(Number, Street, City, State, ZIP Code)</i> (Optional)			5. Home Telephone (Optional) <i>(Include Area Code)</i>		6. Position Level <i>(Mark (X) one)</i>	
					<input type="checkbox"/> a. Non-supervisory <input type="checkbox"/> b. Manager <input type="checkbox"/> c. Supervisory <input type="checkbox"/> d. Executive	
7. Organization Mailing Address <i>(Branch-Division/Office/Bureau/Agency)</i>			8. Office Telephone <i>(Include Area Code and Extension)</i>		9. Work Email Address	
10. Position Title		11. Does applicant need special accommodation? <input type="checkbox"/> Yes <input type="checkbox"/> No		If yes, please describe below		
12. Type of Appointment		13. Education Level <i>(click link to view codes or go to page 7)</i>		14. Pay Plan	15. Series	16. Grade
<b>Section B - TRAINING COURSE DATA</b>						
1a. Name and Mailing Address of Training Vendor <i>(No., Street, City, State, ZIP Code)</i>				1b. Location of Training Site <i>(If same, mark box)</i> <input type="checkbox"/>		
				1c. Vendor Telephone Number		1d. Vendor Email Address
2a. Course Title		2b. Course Number Code	3. Training Start Date <i>(Enter Date as yyyy-mm-dd)</i>		4. Training End Date <i>(Enter Date as yyyy-mm-dd)</i>	
5. Training Duty Hours		6. Training Non-Duty Hours		7. Training Purpose Type <i>(Click link to view codes or go to page 9)</i>		8. Training Type Code <i>(Click link to view codes or go to page 9)</i>
9. Training Sub Type Code <i>(Click link to view codes or go to page 9)</i>		10. Training Delivery Type Code <i>(Click link to view codes or go to page 12)</i>		11. Training Designation Type Code <i>(Click link to view codes or go to page 13)</i>	12. Training Credit	13. Training Credit Type Code <i>(Click link to view codes or go to page 13)</i>
14. Training Accreditation Indicator <i>(Check below)</i> <input type="checkbox"/> Yes <input type="checkbox"/> No		15. Continued Service Agreement Required Indicator <i>(Check below)</i> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A		16. Continued Service Agreement Expiration Date <i>(Enter date as yyyy-mm-dd)</i>		17. Training Source Type Code <i>(Click link to view codes or go to page 13)</i>
18. Training Objective				19. AGENCY USE ONLY		
<b>Section C - COSTS AND BILLING INFORMATION</b>						
1. Direct Costs and Appropriation / Fund Chargeable				2. Indirect Costs and Appropriation / Fund Chargeable		
Item		Amount	Appropriation Fund	Item		Amount
a. Tuition and Fees		\$		a. Travel		\$
b. Books & Material Costs		\$		b. Per Diem		\$
c. TOTAL		\$		c. TOTAL		\$
3. Total Training Non-Government Contribution Cost				6. BILLING INSTRUCTIONS <i>(Furnish invoice to):</i>		
4. Document / Purchasing Order / Requisition Number						
5. 8 - Digit Station Symbol <i>(Example - 12-34-5678)</i>						

<b>Section D - APPROVALS</b>	
1a. Immediate Supervisor - <i>Name and title</i>	
1b. Area Code / Telephone Number	1c. Email Address
1d. Signature	1e. Date
2a. Second-line Supervisor - <i>Name and title</i>	
2b. Area Code / Telephone Number	2c. Email Address
2d. Signature	2e. Date
3a. Training Officer - <i>Name and title</i>	
3b. Area Code / Telephone Number	3c. Email Address
3d. Signature	3e. Date
<b>Section E - APPROVALS / CONCURRENCE</b>	
1a. Authorizing Official - <i>Name and title</i>	
1b. Area Code / Telephone Number	1c. Email Address
1d. Signature  <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved	1e. Date
<b>Section F - CERTIFICATION OF TRAINING COMPLETION AND EVALUATION</b>	
1a. Authorizing Official - <i>Name and title</i>	
1b. Area Code / Telephone Number	1c. Email Address
1d. Signature	1e. Date
<small>TRAINING FACILITY ~ Bills should be sent to office indicated in item C6. Please refer to number given in item C4 to assure prompt payment.</small>	

## APPENDIX 2

Note: This agreement must be signed by the nominee for Government training that exceeds 80 hours (or such other designated period, less than 80 hours as prescribed by the agency) for which the Government approves payment of training costs prior to the commencement of such training. Nothing contained in this SAMPLE agreement below shall be construed as limiting the authority of an agency to waive, in whole or in part, an obligation of an employee to pay expenses incurred by the Government in connection with the training.

### Employees Agreement to Continue in Service

#### To be completed by applicant:

I AGREE that, upon completion of the Government sponsored training described in this authorization, if I receive salary covering the training period, I will serve in the agency three (3) times the length of the training period. If I received no salary during the training period, I agree to serve the agency for a period equal to the length of training, but in no case less than one month. (The length of part-time training is the number of hours spent in class or with the instructor. The length of full-time training is eight hours for each day of training, up to a maximum of 40 hours a week).

1.

**NOTE:** For the purposes of this agreement the term “agency” refers to the employing organization (such as an Executive Department or Independent Establishment), not to a segment of such organization.

2.

If I voluntarily leave the agency before completing the period of service agreed to in item 1 above, I AGREE to reimburse the agency for fees, such as the tuition and related fees, travel, and other special expenses (EXCLUDING SALARY) paid in connection with my training. These fees are reflected in Section C Costs and Billing Information. Note: Additional information about fees and expenses can be found in the Guide to Human Resource Reporting (GHRR).  
<http://www.opm.gov/feddata/ghrr/index.asp>

If I voluntarily leave the agency before completing the period of service agreed to in item 1 above, I AGREE to reimburse the agency for fees, such as the tuition and related fees, travel, and other special expenses (EXCLUDING SALARY) paid in connection with my training. These fees are reflected in Section C Costs and Billing Information. Note: Additional information about fees and expenses can be found in the Guide to Human Resource Reporting (GHRR).  
<http://www.opm.gov/feddata/ghrr/index.asp>

3.

I FURTHER AGREE that, if I voluntarily leave the agency to enter the service of another Federal agency or other organization in any branch of the Government before completing the period of service agreed, I will give my organization written

notice of at least ten working days during which time a determination concerning reimbursement will be made. If I fail to give this advance notice, I AGREE to pay the full amount of additional expenses 5 U.S.C. 4108 (a) (2) incurred by the Government in this training.

**4.**

I understand that any amount of money which may be due to the agency as a result of any failure on my part to meet the terms of this agreement may be withheld from any monies owed me by the Government, or may be recovered by such other methods as are approved by law.

**5.**

I FURTHER AGREE to obtain approval from my organization and the person responsible for authorizing government training requests of any proposed change in my approved training program involving course and schedule changes, withdrawals or incompletions, and increased costs.

**6.**

I acknowledge that this agreement does not in any way commit the Government to continue my employment. I understand that if there is a transfer of my service obligation to another Federal agency or other organization in any branch of the Government, the agreements will remain in effect until I have completed my obligated service with that other agency or organization.

Period of obligated Service: \_\_\_\_\_

Employee's Signature: \_\_\_\_\_ Date:

\_\_\_\_\_