

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.