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(5) Employee is not seeking work as directed, or

(6) Employee wilfully made a false statement or withheld a fact in order to obtain benefits.

c. If a challenge to benefits has been made by the department, the EDD field office will review the circumstances, interview the employee and in some cases the employer and will issue a determination on DE Form 1080; either party not agreeing with the determination may appeal to EDD.

31. APPEALS. a. Appeals will be filed only by the Director of State Personnel Programs based on facts available through records or directly from supervisors.

b. Appeals are submitted by letter or on DE Form 1000 in accordance with the instructions on DE Form 1080 and must be submitted to the field office within 20 days of the mailing date of the DE Form 1080.

c. Date, time and location of an appeal hearing, will be established by the designated Administrative Law Judge who will issue a decision. If the decision is against the department, the department may further appeal to the California Unemployment Insurance Appeals Board. Such an appeal must be filed within 20 days of the mailing of the Administrative Law Judge's decision. Any decision by the appeals board may not be administrative appealed further.

SECTION IX. DISCIPLINE

32. All military personnel on State Active Duty are considered to be on duty status seven days a week, 24 hours a day. As such, they are subject to the disciplinary procedures and requirements of the California Military and Veterans Code which has adopted the Federal Uniform Code of Military Justice (UCMJ) as California's State Military Justice Code (M & V Code Section 102 and 103). Thus, all SAD personnel, including federally-recognized, non-federally recognized, and State Military Reserve, are subject to UCMJ discipline administered through state jurisdiction while on SAD regardless of duty or leave status.

33. INFORMAL DISCIPLINE. Informal disciplinary actions are normally admonitions or warnings and are the first step in the disciplinary ladder. An oral admonition is the least formal or severe action and should be administered by supervisors during scheduled counselling or interviewing or as an on the spot corrective action. When oral admonitions are used, supervisors should clearly advise the employee of the infraction or unauthorized conduct and state what corrective action must be taken. Supervisors may record admonitions when they desire and should do so in cases where past admonitions have not been successful or it appears more stringent disciplinary action may be required. Admonitions may also be administered in writing but remain an informal action. Written admonitions are not filed in member's official personnel file.

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34. FORMAL DISCIPLINE. a. Written Reprimands.

(1) Written reprimands are formal disciplinary actions taken to correct conduct, work habits or attitude.

(2) A written reprimand is used where prior admonitions have been unsuccessful in correcting a problem or for more serious infractions where an admonition would be insufficient.

(3) A written reprimand should only be issued after a supervisor has gathered all the facts, interviewed the employee, listened to any explanation and has determined that such action is warranted. Supervisors should coordinate with CASS prior to issuing a letter of reprimand.

(4) The following individuals are authorized to issue a letter of reprimand to members on State Active Duty.

(a) AG and Asst AG.

(b) DAG-Army, DAG-Air, DAG-Resource Management.

(c) Deputies or Chiefs of Staff to DAG-Army, DAG-Air, DAG-RM.

(d) Directors: Military Personnel, Plans and Operations, Organization and Training, Facilities Engineering, Information Management, Logistics, Administration, Air Operations, Air Personnel, Air Resources, Comptroller, State Personnel Programs.

(e) Commanders: Camp Roberts, Los Alamitos and CSL0.

(f) ANG Air Commanders

(g) Director Impact Program.

(h) Commander, 40th Inf Div (M).

(5) A letter of reprimand will include the following:

(a) A description of the offense in detail.

(b) A statement that the reprimand is an official disciplinary action and will become a part of the individual's personnel records.

(c) A statement of previous like offenses if appropriate.

(d) A statement of what corrective action is required.

(e) A statement that additional infractions will result in more serious disciplinary action.

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(f) Information that the individual may respond in person or in writing if he/she desires.

(g) Length of time that the letter of reprimand will be retained in the individual's personnel folder. (Maximum three years)

(6) The letter of reprimand will be given to the individual in person by the supervisor if possible and a receipted copy (signed by the individual acknowledging receipt) obtained. The receipted copy should be forwarded to CASS.

b. Suspension/Termination.

(1) When more severe disciplinary action is required, the supervisor must submit requests through channels to CASS for initial review. Requests must contain all the available information pertaining to the offense. As a minimum the request must contain:

- (a) Nature of the offense and rule, law or regulation violated.
- (b) Time, date, place of offense.
- (c) Witnesses' names.
- (d) Information on past like offenses.
- (e) Requested penalty (suspension or separation) .

(2) The Director of State Personnel Programs will review the request to insure there is adequate justification for a disciplinary action and that the requested penalty is appropriate. The Director of State Personnel Programs will then advise the individual of the proposed action and causes therefore and advise the individual of his/her right to rebuttal.

(3) If no rebuttal or response is received the Director of State Personnel Programs will prepare a notice of the action for signature by DAG-RM and forward the notice to the individual.

(4) If the individual rebuts or responds to the initial notice, the Director of State Personnel Programs will review the response for clarity and completeness and will take action to establish a board of three officers to review the action, rebuttal and related information.

(5) The Disciplinary Action Board will consist of three members all senior to the individual charged. At least one member must be at the grade of MAJ 04 or higher and there will normally be one Judge Advocate member of the Board. The Director of State Personnel Programs will be the recorder of the board without vote and will provide the board personnel and procedural information and assistance as required.

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(6) The Board will review evidence submitted, interview witnesses if necessary and take such other fact finding actions as required to determine whether the action requested is justified. The Director of State Personnel Programs will advise the individual of the Board's decision and of the right to appeal the decision to The Adjutant General, if appropriate.

(7) The Adjutant General upon receiving an appeal from a Disciplinary Action Board decision will review the appeal, obtain such other information as deemed necessary and will render a final decision.

(8) The following is a schematic of the disciplinary action procedure:
Manager (forward request for disciplinary action through supervisory chain)

to

Director State Personnel Programs (reviews and advises individual)

to

Respondent (rebutts or does not respond)

to

Response No response - disciplinary action stands

to

Director of State Personnel Programs (receives rebuttal - reviews - sets up Board)

to

Disciplinary Action Board (reviews - makes decision)

to

Director of State Personnel Programs (advises individual of decision and appeal rights)

to

Respondent

to

Appeal No - (action stands)

Yes

to

AG (Makes final decision)

SECTION X. CODE OF ETHICAL STANDARDS

35. State Active Duty employees are subject to the Governor's Code of Ethical Standards, and the following subjects are considered to be inconsistent, incompatible, or in conflict with the acceptable conduct.

a. Providing confidential information to persons to whom issuance of such information has not been authorized, or using confidential information for personal gain or advantage or for the advantage of others.

b. Soliciting or accepting, directly or indirectly, any money, loan, employment, business, benefit or other thing of value (in addition to salary paid by the State) from anyone from whom it might be inferred as a gift to influence the State employee concerned.

c. Engaging in any employment which will prevent prompt response to a call to report to duty as required by department heads.

d. Providing, or using, the names of persons from office records for mailing lists that have not been authorized.

e. Providing, or using, unit station lists for use in circulation or advertising of articles or services.

f. Using the prestige or influence of one's office for personal gain or advantage or for the advantage of others.

g. Using State time, facilities, records, equipment or supplies for personal use or gain.

h. Receiving or accepting money, gifts or favors for services rendered during State working hours.

i. Performance of an unofficial act that may later be subject to the individual's control, inspection, review, audit or enforcement in an official State capacity.

36. Any personal knowledge of actions by employees which seem questionable, or which might be interpreted as falling within one of the above categories, should be brought to the attention of the individual's supervisor or higher officer immediately.

SECTION XI. PAY AND ATTENDANCE REPORTING

37. Individuals on SAD will be paid monthly, on the last work day of the month. Pay warrants will not be released until Report of Duty, OTAG Form 900-16, (Appendix Z), is received by CASS.

38. Attendance for SAD personnel will be reported on OTAG Form 900-16 Report of Duty and submitted to CASS not later than the 25th, day of each month. Changes occurring after submission of the OTAG Form 900-16 will be

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promptly reported by submitting a corrected OTAG Form 900-16. The use of Military Leave will be substantiated by Military Orders. It is the employee's responsibility to provide CASS with all military orders, including amendments/revocations thereto, or if orders are not published, copies of requests for publication. The use of sick leave will be substantiated by an OTAG Form 600-1, Sick Leave Report (Appendix KK). Doctors authentication is only required for absences over three days and may be waived by the supervisor for illness up to seven days. The format shown in (Appendix AA) Request for Leave may be used locally to request and approve leave. Those requests should not be forwarded to CASS. Each day of the month must be accounted for on the Report of Duty. When holidays or weekends fall within scheduled leave periods, leave must be charged unless the conditions in paragraph 20d apply.

39. SAD payrolls are prepared by CASS and submitted to the State Controllers Office for processing on or about the 20th of each month. When payrolls are prepared, the assumption is made that unless prior information has been provided to the contrary, each individual has sufficiently earned leave to cover any absences during the month. If upon receipt of the OTAG Form 900-16 by CASS, it is discovered that absences not covered by leave occurred during the month, the individual's check cannot be released and a new payroll warrant must be prepared. This procedure will preclude payment on payday. The new payroll warrant will be issued as soon as possible after payday. If a new payroll warrant is not received and forwarded to the individual by the 10th of the following month, a revolving fund check for the pay due will be issued upon request. To preclude this delay in pay, supervisors or employees must advise CASS as soon as the dates are known each month of any absences which will not be covered by paid leave.

SECTION XII. PERFORMANCE EVALUATIONS

40. This section provides policy and procedure for preparing and submitting performance evaluations for SAD employees.

41. Performance evaluations will be prepared annually as of 30 June on each SAD employee by their immediate supervisor using OTAG Form 900-20, State Active Duty Evaluation of Performance (Appendix BB). Evaluations will be prepared in triplicate by the immediate supervisor, signed by the supervisor and the employee and forwarded to the second level supervisor. The second level supervisor will review the evaluation and may either:

a. Concur with the evaluation, sign the form, forward the original form to CASS and return the remaining copies to the immediate supervisor.

b. Non-concur with the evaluation in which case, the difference of opinion should be resolved between the two supervisors prior to the second level supervisor signing the form. In the event the difference cannot be resolved, the second level supervisor should indicate his non concurrence in the narrative section of the form, sign the form and forward as indicated in a above.

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42. Immediate supervisors will discuss the ratings given with employees when the form is prepared and they obtain the employee's signature. There should be a sound explanation to the rated employee for each rating factor score. A copy of the approved rating will be provided the employee after receipt from the second level supervisor. The immediate supervisor must retain the other returned copy.

43. Ratings will not be rendered by immediate supervisors until they have supervised an employee for at least 90 days. If an immediate supervisor has supervised an employee for less than 90 days on 30 June, the 90 days supervision requirement must be met before the evaluation can be made rather than making the evaluation on 1 July. As an example, if supervision commenced on 1 May, the rating could not be made until 1 August.

44. Instructions for preparation of the evaluation form are on the reverse side of the form. Evaluating supervisors should carefully consider the employee's performance in each factor prior to making a rating judgment. In those cases where a rating of 0 is given, a narrative remark justifying the rating must be entered in the narrative portion of the form; however, comments may be made for any rating. Supervisors are reminded of the impact their evaluations may have since the scores from the evaluations may be used for promotion purposes, awards or reduction in force standing.

45. State Active Duty personnel with supervisory responsibility are expected to be knowledgeable of the department's affirmative action objectives, the various means available to achieve those objectives, and effectively contribute to the department's affirmative action objectives. Performance in this area will be rated on each supervisor's annual performance evaluation.

SECTION XIII. UNIFORM WEAR

46. Individuals on State Active Duty (SAD) (including those who are active members of the National Guard, those on Inactive National Guard status and those individuals who retire from the Active National Guard and are placed on the retired list) will wear the appropriate military uniform (Army or Air Force) with grade insignia prescribed for their last or present federally-recognized grade while performing their regular state duties.

47. Individuals on SAD who are participating members of the State Military Reserve (SMR) will wear the uniform prescribed in CAL ARNGR 670-1 when performing their regular State duties. All other SMR members on SAD will wear appropriate civilian attire while performing their regular State duties.

48. All SAD members including those on the retired list, in the Inactive National Guard, or in the State Military Reserve will meet the military appearance standards of the applicable service.

49. Appropriate civilian attire may be worn by any SAD employee from time to time for personal reasons or when because of the nature of business to be conducted, the military uniform would not be appropriate. Occasions of wearing civilian attire for personal reasons will be kept to a minimum and require the advance approval of the individual's supervisor.

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SECTION XIV. REDUCTION IN FORCE (RIF)

50. Reductions in numbers of State Active Duty (SAD) personnel and reduction in pay grades, may be required due to organizational changes and/or budget restrictions. The determination of the number and grade of SAD positions to be eliminated or reduced and the organizational area to be considered will be made by The Adjutant General or appropriate Deputy.

51. Reductions will normally be accomplished by the elimination or reduction in grade of specific SAD positions. Elimination or downgrading of a position does not necessarily mean the removal, separation or downgrading of the incumbent. All SAD members of like grade will be considered for removal or reduction; the determination of who will be removed or reduced will be based on the findings of a Reduction in Force Board (RIF) designated by The Adjutant General. Individuals at the same grade as that being considered for reduction or abolishment, who have not been appointed under 167 CMVC, will be separated or downgraded prior to considering individuals appointed under 167 CMVC.

52. **PROCEDURES.** a. When a determination is made that a RIF is required within an organizational area, specific positions will be identified by the Deputies Adjutant General for elimination or reduction in pay grade.

b. All incumbent SAD personnel in the SAD grade or grades of the position or positions to be eliminated or reduced will be placed on a RIF Register, OTAG Form 900-29 (Appendix CC). A RIF Board will be convened for the purpose of reviewing the performance evaluations, achievements, length of service, past record or other such criteria as The Adjutant General deems appropriate in order to determine which employee(s) will be removed or reduced. Each board member will complete a RIF Score Sheet, OTAG Form 900-30 (Appendix DD) for each employee subject to consideration; employees to be removed or reduced will be determined by the lowest composite score established from the combined score of each Board member. The Director of State Personnel Programs will provide the Board with a SAD Information and Evaluation Sheet, OTAG 900-31 (Appendix EE) on each employee to be considered.

c. The RIF Board will consist of The Adjutant General, AAG, DAG-Army, DAG-Air and the DAG-Resource Management. The Director of State Personnel Programs will function as Recorder for the Board and is responsible for insuring all necessary information and records are available to the Board for each employee being considered. After making a determination, the Board will indicate on the RIF Register the employee(s) selected for removal or reduction. All participating members of the Board will sign the Register confirming their selection. The Director of State Personnel Programs is responsible for preparing appropriate notices to affected personnel.

53. When the required number of personnel have been selected for removal or reduction, reassignments of remaining individuals will be made as required to fill existing positions based on revised manning.

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54. Employees selected for removal under the provisions of this regulation can be considered for assignment to other vacant SAD positions on a statewide basis. The removed or reduced employees must be considered qualified or must be able to become qualified for the position within a reasonable period of time. Determination of qualification will be made by the RIF Board.

55. Future SAD vacancies will not be filled until former SAD employees, separated because of RIF, have been offered reemployment at their former level and have either been placed or have declined placement/assignment. The reemployment right remains for one year from date of separation.

SECTION XV. INTERPERSONAL RELATIONS

56. **PURPOSE.** The purpose of this section is to establish policies enforcement procedures relating to unauthorized interpersonal relationships for State employees of the California National Guard.

57. **DEFINITIONS.** a. Unauthorized interpersonal relationships are generally defined for our purposes as the practices of an employee using his/her personal power or influence to aid or hinder another in the employment setting because of a relationship particularly when the employees involved:

- (1) Work in a small unit in close association with each other.
- (2) Work for the same supervisor.
- (3) Have a direct or indirect supervisor/subordinate relationship.

b. Personal relationships include, but are not limited to, associations with individuals by blood, adoption, marriage, and/or cohabitation.

58. **POLICY.** a. The Military Department policy relating interpersonal relationships is as follows:

(1) Individuals will not act as selecting or approving supervisors for appointment or promotion to positions for which someone with whom they have an interpersonal relationship is an applicant.

(2) Individuals will not act as either first or second level of review of performance appraisals or grievances for individuals with whom they have an interpersonal relationship.

(3) Individuals having an interpersonal relationship will not both be assigned to work in any subdivision of the Military Department at Branch or lower level.

(4) Selection of applicants for appointment or promotion at locations/activities, outside the Military Department Headquarters, where one of the applicants has an interpersonal relationship with another individual at that location, will be made by the activity supervisor and is subject to review by the appropriate Deputy Adjutant General.

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(5) In no case will employees having an interpersonal relationship be allowed to work in the same work location when there is a safety or security risk involved. (i.e. firefighters in the same fire department)

(6) While there are many situations in State service where two individuals who have an interpersonal relationship may appropriately be allowed to work in the same program (such as the IMPACT Program) or activity (such as a training site), managers should be aware of potentially sensitive situations and assess them carefully to ensure that the following are not adversely affected:

- (1) The work production of the unit;
- (2) The safety and morale of the employees in the unit;
- (3) The fair and impartial supervision and evaluation of employees by supervisors in the unit.

SECTION XVI. GRIEVANCE PROCEDURES

59. The following procedures are established for State Active Duty employees to submit grievances resulting from unsatisfactory conditions or situations.

60. **DEFINITIONS.** a. Dissatisfaction. Anything that disturbs an employee, but has not been called to the attention of management.

b. Complaint. A spoken or written dissatisfaction, brought to the attention of management.

c. Grievance. A complaint that has been ignored, overridden, or in the employee's opinion, otherwise dismissed without due consideration.

d. Levels of Review. The first level of review should be the immediate supervisor or the supervisor who rates the employee. Second level supervisors should be the supervisor's supervisor or the second level rater; however, in any case the second level supervisor will be at least at the activity supervisor or Directorate level.

61. **PROCEDURES.** a. An employee who has a problem should first try to get it settled through discussion with his or her immediate supervisor. If, after this discussion, the employee does not believe the problem has been satisfactorily resolved, he or she may discuss it with their supervisor's supervisor. Every effort should be made to find an acceptable solution by informal means at the lowest possible level of supervision. If the employee is not in agreement with the decision reached by discussion, he or she may then file a grievance in writing within 10 calendar days after receiving the informal decision of their immediate supervisor. The Grievance Form, OTAG Form 900-26, (Appendix FF) will be used in submitting all grievances.

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b. First Level of Review. The grievance shall be presented in writing to the employee's immediate supervisor, who shall enter his or her decision and comments in writing and return the form to the employee within 15 calendar days after receiving the grievance. Failure of the employee to take further action within 10 calendar days after receipt of the decision, or within a total of 25 calendar days if no decision is rendered, will constitute a dropping of the grievance. If the grievance is about a matter involving the first level supervisor or is against the first level supervisor the matter should automatically go to the second level of review.

c. Second Level of Review. If the employee does not agree with his or her supervisor's decision, or if no answer has been received within 15 calendar days, the employee may present the grievance in writing to an intermediate level of supervision. Normally, this second level of review should be at the Activity Manager or Directorate level and higher. The supervisor receiving the grievance at this level shall review the grievance, enter his or her decision and comments in writing, and return the form to the employee within 15 calendar days after receiving the grievance. Failure of the employee to take further action within 10 calendar days after receipt of the decision, or within a total of 25 calendar days if no decision is rendered, will constitute a dropping of the grievance.

d. Final Review. If the employee does not agree with the decision reached at the second level, or if no answer has been received within 15 calendar days, he or she may present the grievance in writing through CASS to the Adjutant General for final review and decision. The Adjutant General may designate an investigator to review the circumstances of the grievance, or use such other methods as he determines appropriate to provide him information and recommendations to make a final decision. The final decision will be provided in writing to the grievant normally within 30 days of receipt by the Adjutant General.

e. Employees are assured freedom from reprisal for using the grievance procedures established herein.

f. The time limits specified above may be extended to a definite date by mutual agreement of the employee and the reviewer concerned.

g. The employee may request the assistance of another person of his or her own choosing in preparing and presenting the grievance. The employee and his or her representative, if a Military Department employee, shall be authorized to use a reasonable amount of work time in preparing and presenting the grievance.

SECTION XVII. PHYSICAL FITNESS STANDARDS

62. State Active Duty members are required to meet the federal military physical fitness standards established for their service (Army or Air). For SAD members with federal recognition, annual physical fitness testing is a responsibility of their military organization.

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63. For SAD members without federal recognition, the following requirements and procedures are established:

a. SAD members are individually responsible to arrange to take an annual physical fitness test with an Army or Air National Guard unit appropriate to their respective services, and to submit an annual Verification Statement OTAG Form 900-32 (Appendix GG) to this headquarters (ATTN: CASS) by 31 December of each calendar year. Physical fitness standards are as indicated on the back of the Verification Statement.

SECTION XVIII. USE OF FULL-TIME STATE ACTIVE DUTY MEMBERS DURING STATE EMERGENCIES

64. The following policy is established and applies when using full-time State Active Duty personnel during state emergencies:

a. Individuals on permanent or temporary State Active Duty (SAD), under the provisions of Section 142, California Military and Veterans Code, (CMVC) who are ordered to perform emergency field duties with their military unit and who perform such duties in their military Manning Document Assignment will receive pay for such duty at the rate of their federally-recognized grade, to include flight pay and hazard pay, if appropriate. Field duties would involve duties with the individuals assigned to a military unit away from the facility in which the individual is assigned on SAD.

b. Individuals on permanent or temporary SAD, under Section 142, CMVC, who are ordered to perform field duty with the U.S. Forest Service or State Division of Forestry will either perform that duty in their normal SAD status without receiving additional Forest Service pay, or may elect to use accrued ordinary leave or leave without pay during the period of Forest Service Field duty and may be paid Forest Service pay for each day of such leave used. The ordering of SAD members to Forest Service duty of any type must have prior approval of the appropriate Deputy Adjutant General.

c. Individuals performing emergency duties under any other circumstances will continue to receive the pay of their regular SAD.

SECTION XIX. TRAINING AND DEVELOPMENT POLICY/PROCEDURES

65. **GENERAL.** It is the goal of the Military Department to carry out its constitutional and statutory training responsibilities as defined in Government Code Section 19995-19995.4 effectively and economically. This goal can best be accomplished by developing employee skills and knowledge needed to perform essential duties. The development of the necessary skills and knowledge will be accomplished and enhanced through a comprehensive program of employee training and development. To reach this goal, the Military Department policy is to:

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- a. Provide adequate training for employees to enable them to perform work assignments satisfactorily.
- b. Provide training and development opportunities that are cost effective.
- c. Assure that every supervisor is trained to accomplish on-the-job training.
- d. Provide for employee career development and upward mobility within State service.

66. CATEGORIES OF TRAINING. In accordance with the California State Training Policy, Military Department training activities will be categorized as follows:

a. **Job-Required Training.** Training that is designed to assure adequate performance in an employee's current assignment. Job-required training includes:

- (1) Orientation training to acquaint all new employees with State service, departmental organization, and State departmental personnel practices and employee benefits;

- (2) Training necessary to newly assigned employees, including supervisors and managers, to acquire an acceptable level of competency in their assignment;

- (3) Continuing and refresher training to maintain effective operation of departmental programs;

- (4) Training mandated by law or other State authority, including safety training.

b. **Job Related Training.** Training that increases an employee's job proficiency. Job-related training includes training that:

- (1) Enables an employee to improve his/her job performance above the acceptable level of competency established for the specific job assignment;

- (2) Prepares the employee for assuming increased responsibilities in his/her current assignment.

c. **Upward Mobility Training.** Training that is designed to assist both an employee and the Department to achieve an upward mobility goal of mutual interest. For training purposes, upward mobility is defined as access to movement:

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"From low paying classes with minimal career opportunities into higher paying classes with broader career opportunities; "up within class series from entry level into journey levels to higher supervisory levels on into management positions"; and "into classifications which traditionally have had little or no utilization of minorities, women and the disabled."

d. Career-Related Training. Training that assists the employee in developing his/her career potential. This training should not relate to the achievement of a departmental upward mobility goal; rather, it is designed to help provide the employee with an opportunity for self-development while also being worthwhile toward achieving a department's or the State's mission. This training does not have to be related to the employee's current job.

67. PRIORITY OF RESOURCES. a. Priority. Resources for meeting departmental training needs shall be allocated in the following priority order:

- (1) Job Required Training
- (2) Job Related Training
- (3) Upward Mobility Training
- (4) Career Related Training

The priorities apply to both in-service and out-service training.

b. State training activities are defined as either in-service or out-service training.

(1) In-service training is sponsored, administered or contracted for by the State for its employees. The State maintains a high degree of control over the course content of in-service training.

(2) Out-service training is sponsored by a non-State agency and is open to the public as well as State employees. Sponsoring agencies maintain control over course content for out-service training.

68. RESPONSIBILITIES. a. Military Department Management. Management (Director or comparable level) is responsible for both on-the-job and formal training of all employees in essential skills, techniques, knowledge of laws and rules, sound management principles, efficient business practices, effective public relations, organization and policy, rights and duties of employees and any other subjects necessary in carrying out assigned tasks in the most efficient manner. Managers and Supervisors will summarize training needs of employees annually when completing State Active Duty Evaluation of Performance, OTAG Form 900-20.

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b. **Training Officer.** State Personnel Programs, Training Officer will prepare cost and operational data, annual reports and submit recommendations for the Department Training Plan. The Training Officer shall have overall staff responsibility for program coordination and will assist management in planning and developing training materials, providing training information, including announcements and bulletins of training availability, overall guidance, evaluation and other staff duties.

c. **Employees.** Each employee shall participate in training required by the department. In addition, it is up to each employee to seek training opportunities to improve their performance on the job.

69. PROCEDURES. a. **Yearly Training Plan.** Managers and supervisors will summarize the training needs of employees annually. A Yearly Training Plan, OTAG Form 900-33 (Appendix HH) will be completed by each Activity/Directorate and submitted to CASS annually by 1 May. Managers/Supervisors who can reasonably predict turnover based on previous experience should identify the appropriate mandated and job-required training for future employees. State Active Duty Evaluation of Performance Forms may be used to assess individual employee training needs. CASS will review activity training plans, develop the Military Department's yearly training plan and submit to the DAG-RM for approval. The approved Yearly Training Plan will be used to determine funding requirements and to establish priorities for training to be accomplished during the fiscal year.

b. **Individual Training Requests.** All Individual Training Requests, OTAG Form 900-34 (Appendix II), will be submitted to CASS for approval and processing. CASS, Training Officer will:

(1) Determine if the requested training is appropriate and justified for the employee's current duty assignment.

(2) Insure that funds are available to support the requested training.

(3) Submit application/orchestration form to appropriate training facility offering the required courses.

(4) Process any advance travel and per diem requests, as required.

(5) Forward a copy of approved request to employee's supervisor.

70. REPORTING REQUIREMENTS. a. The Department of Personnel Administration has established an annual training report (Fiscal Year) requirement. The report requires that each department report on the number of hours of training received by employees. The hours will be reported in each of the four categories of training: job required, job related, upward mobility and career related. In addition, departments are required to break out the total into the two types of training: in-service and out-service.

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b. CASS will maintain training records, on all requests that are processed through CASS. It will be the responsibility of the managers/supervisors to provide CASS with the training information for the following types of training:

- (1) Training that is conducted in-house, at no cost to the department.
- (2) Training that is sponsored by other State or Federal agencies, at no cost to the department.
- (3) Any other training of State employees that was not processed through CASS.

c. Annual Training Reports, OTAG Form 900-35 (Appendix JJ), will be used by managers/supervisors to report the above training and must be submitted to CASS not later than 15 September annually.