

**TRAINING AND DEVELOPMENT
GUIDELINES AND POLICY**

**GOVERNMENT OF GUAM
DEPARTMENT OF ADMINISTRATION**

ADMINISTRATION HANDBOOK



TERRITORY OF GUAM
OFFICE OF THE GOVERNOR
AGAÑA, GUAM 96910
U.S.A.

MESSAGE FROM THE GOVERNOR:

On _____, Executive Order No. _____ was promulgated to implement the Department of Administration's Training and Development Guidelines and Policy Administration Handbook.

I urge all employees to familiarize themselves with the contents of the Handbook as it contains information governing the various training programs available to you as employees of the Government of Guam.

Sincerely yours,

PAUL M. CALVO
Governor of Guam

*** ACKNOWLEDGEMENT ***

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San Francisco, California

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GLOSSORY OF TERMS

- A. FORMAL TRAINING: Training over 8 hours which is conducted in a classroom environment or through correspondence. It includes Government of Guam local trainings, Intergovernmental Personnel Act (IPA), Apprentice Training, University of Guam, Guam Community College, and non-governmental trainings conducted by other colleges/universities and private organizations.
- B. ON-THE-JOB TRAINING: Training in which one person instructs another in work policies and practices related to one's current position.
- C. SELF-DEVELOPMENT: Training which the employee acquires on his/her own time.
- D. JOB-RELATED TRAINING: Training which relates to the duties that the person is expected to perform on his/her current job.
- E. GOVERNMENT TRAINING: Training presented by government personnel on property owned, rented or borrowed by the Government.
- F. NON-GOVERNMENT TRAINING: All training other than government, such as that conducted by private organization, e.g., International Business College, Secretarial Skill Development Institute.

- G. INDIVIDUAL DEVELOPMENT PLAN: A list of an employee's developmental needs and methods of satisfying them.
- H. OCCUPATIONAL TRAINING PLAN: A list of knowledge and skills needed in an occupation, i.e., Personnel Specialist.
- I. ORGANIZATIONAL TRAINING PLAN: The training plan for an area office or staff office. It lists the projected training and cost for a fiscal year.
- J. DEPARTMENTAL TRAINING PLAN: The training plan for the department. It lists the projected training and cost for a fiscal year, and is compiled from organizational training plans and management input.



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GLOSSORY OF TERMS

FOREWORD

On August 13, 1968, Public Law 9-239 was passed creating the Department of Administration. The organization of the department consisted of: Office of the Director, Deputy Director, Division of Accounts, Division of Financial Management, Personnel Services Division, Training and Development Division, Supply Management Division, Data Processing Division, Retirement Division and Housing Management Division.

Public Law 13-96, effected November 15, 1975 (Bill No. 461, "An Act to Add New Chapters X, XX, and XII to Title VII of the Government Code of Guam Relative to Establishing the Central Accounting Office, Data Processing and Training and Development Act) officially established a Training and Development Program within the Department of Administration. The functions are to seek and administer training programs to improve the capacity of officers and employees of the Government of Guam to perform the duties to which they have been assigned to increase their readiness to assume broader responsibilities.

In January 1971, Public Law 91-648, Intergovernmental Personnel Act (IPA) was passed to help State and local governments improve their ability to manage public programs. It recognized the critical needs of State and local governments for strengthened management and improved manpower resources. In 1972, the Department of Administration was officially designated to administer the IPA Program along with other government-wide

training programs. In 1972, Guam was awarded the first IPA Grant in the amount of \$60,000. Since then, Guam has been receiving an average of \$60,000 each year for the purpose of conducting training, study, survey, etc..

On July 13, 1976, Public Law 13-164 was passed creating the Apprentice Training Program for the Government of Guam, for the purpose of developing employees to highly skilled journeyman level.

I. INTRODUCTION

A. Purpose

This handbook establishes the policies and procedures for the administration of various training programs, determination of training needs, development of training plans, IPA project/training application form, submission of application/nomination for training, evaluation of training, counseling and orientation of new employees, and the administration of the Apprentice Training Program.

B. Background

The policy of the Department of Administration is to develop employees through the establishment and operation of training programs thereby increasing efficiency and economy, building and retaining a force of skilled employees, and installing and using the best modern practices and techniques to conduct our business as employees of the Government of Guam.

C. Purpose and Scope of Training and Development Program

By statutory provisions, the Training and Development Program shall:

1. Provide in-house training, education and developmental opportunities for job advancement for all employees;

2. Arrange and/or coordinate with educational institutions to provide continuing education;
3. Establish and administer supervisory and management development programs;
4. Provide on-the-job training for various skills and trades as are necessary;
5. Seek and administer federally funded training programs;
6. Establish committees as are necessary for a proper administration of all training programs;
7. Analyze all training programs to determine their usefulness and revise training procedures to meet emerging management needs;
8. Assist and coordinate all departments' and agencies' training needs in accordance with priorities;
9. Insure maximum utilization of training facilities;
10. Process needs assessment study and formulate training programs to meet the needs identified in this study; and

11. By Public Law 13-164, the Apprentice Training Program is established to develop highly skilled work force in the classified skill and craft trade positions within Government of Guam.

In addition to the above, the Training and Development program offers assistance to all departments and agencies in the area of training facility, equipment and materials.

D. Applicability

This directive applies to all employees in the Government of Guam, and supercedes all policy memoranda issued earlier regarding the Special Extension Program (SEP), Skill Upgrading Program (SUP), In-Service Training Program and the Apprentice Training Program.

E. Declaration of Policy

As it is declared by statutory provisions that "effective departments' and agencies' functions are essential in the maintenance and development of Government of Guam system in an increasingly complex and inter-dependent society," it shall be the responsibility of the Training and Development Program within the Department of Administration to seek and make available training for officers and

employees to improve their capacity to perform the duties to which they have been assigned, or increase their readiness to assume broader responsibilities.

Likewise, the Apprentice Training Program was created by Public Law 13-164 to develop a highly skilled work force in the classified skill and trade craft positions within the Government of Guam.

It is also the declared policy of the IPA Program that "effective State and local institutions are essential in the maintenance and development of the Federal system in an increasingly complex inter-dependent society" and that "Federal financial and technical assistance to State and local governments for strengthening their personnel administration in a manner consistent with (merit) principles is in the national interest." The Act states that the quality of public service can be improved by the development of personnel systems which embrace such merit principles, such as:

1. Recruiting, selecting, advancing employees on the basis of their relative ability, knowledge and skills, including open consideration of qualified applicants for initial appointments.

2. Providing equitable and adequate compensation.
3. Training employees, as needed, to assure high-quality performance.
4. Re-training of employees on the basis of the adequacy of their performance, correcting inadequate performance, and separating employees whose inadequate performance cannot be corrected.
5. Assuring that fair treatment of applicant and employee is given in all aspects of personnel administration without regard to political affiliation, race, color, national origin, sex, or religious creed.
6. Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the results of an election or a nomination of office.

II. RESPONSIBILITIES

Director of Administration:

To set government-wide training policies and to

provide leadership in the development of all employees and the establishment of training programs.

Administrator, Personnel Services Division:

To provide leadership in planning, developing, administering, and coordinating effective employee development programs and preparation of government-wide training plan.

Department and Agency Heads, Division Chiefs, Staff Office Heads and Office Managers and Department Training Liaison Officers:

To provide leadership in employee development and to prepare organizational training plans. Employee development, as the term is used here, is any planned effort to alter employee behavior in relation to the performance of present or potential work by exposing the employee to selected learning experiences. Employee development as a planned effort includes the use of learning experiences which falls under two broad categories: training and education. The distinction between the two types of learning is important in selecting learning approaches for an employee development program. Training is a specializing process through which one learns to perform discrete task of varying complexity. Education is a generalizing process

through which one develops an intellectual matrix to use in dealing with a wide range of unpredictable situations.

Through a planned employee development program, an agency may train and educate its work force in areas of anticipated need, and thus solve potential problems before the need becomes debilitating. It should be emphasized that training and education of employees is just one possible solution to some of a department's and agencies' problems. Whether this type of solution is workable depends on the unique needs of the department/agency. This responsibility for employee development and training is an integral and inseparable function of management.

Supervisors:

To assess the developmental needs of employees; to develop individual development plans; to take action to fulfill identified needs; to evaluate training; to orient new employees where they can acquire in-depth career assistance.

Employees:

To seek self-development if desired, to participate in the analysis of their own developmental needs and in the formulation of their own individual

development plans with the supervisor, and to seek career assistance.

Training and Development Staff Specialists:

To advice, counsel, recommend training policies and plans; to monitor the training system; to assist supervisors and employees; to process requests for training; to submit reports to the Director of Administration and the Governor, as appropriate; to compile statistics as it relates to the training program; to provide orientation training to all new employees; and to answer specialized questions on training and/or career progression.

Position Classification Specialists:

To inform those employees who seek guidance of the government's personnel occupations, career ladders, and general qualification requirements to enter professional or para-professional occupations.

III. TRAINING ADVISORY COUNCIL (TAC)

By Executive Order No. 72-11 (as amended by Executive Order No. 75-42 and 79-25), the Training Advisory Council was established to assist the Department of Administration to assure coordination of various training and development programs. Though the Department of Administration is the duly designated department to administer the IPA

Program, the Intergovernmental Personnel Act emphasizes that the key to an effective statewide training plan rests on the design and execution of projects. Establishment of a Training Advisory Council to assist the Director of Administration in assuring effective communication and priority setting would ensure maximum benefits to all Government of Guam employees. (See Appendix A.)

Membership:

As amended by Executive Order No. 79-25, the membership of the Training Advisory Council shall consist of eight (8) members from the following departments and agencies:

1. Director of Administration
2. Executive Director, Civil Service Commission
3. Director, Department of Public Works
4. Director, Department of Revenue and Taxation
5. Director, Department of Public Safety
6. Director, Department of Labor
7. President, University of Guam
8. Provost, Guam Community College

Functions of the Council

The primary functions of the Training Advisory Council shall be to advise and assist the Director of Administration in matters relating to employee development and training; and to assure intergovernmental coordination

of various local training programs under the Intergovernmental Personnel Act (IPA). Other functions of Training Advisory Council shall include, but not limited to the following:

1. Process needs assessment study and establish priority training programs.
2. Formulate training programs to meet the needs identified in the need assessment study.
3. Recommend and establish both short-range and long-range programs.
4. Develop recommendations for interdepartmental training programs, and assist in the coordinated execution of these programs.
5. Provide coordination of total training effort among departments to insure maximum utilization of training facilities.
6. Evaluate results accomplished in developing and training employees.

IV. PROGRAMS

Intergovernmental Personnel Act (IPA)

In January 1971, Public Law 91-648 which is known as the "Intergovernmental Personnel Act of 1970" was passed. The Act is designed to help State and local governments

improve their ability to manage public programs. It recognized the critical needs of State and local governments for strengthened management and improved manpower resources. Today, increased State and local responsibilities, coupled with the necessity for greater effectiveness and economy, and the complexity of governmental services are intensifying these needs.

Under the IPA Program, the Office of Personnel Management, Western Regional Office in San Francisco is authorized to make grant on a matching cost basis, to assist State and local governments, to strengthen their central management capability by improving their personnel systems, and training their professional, administrative, and technical employees.

As the responsibilities of the State and local government increases, so will the need for assistance. The IPA Grant Program, along with the other IPA assistance provisions, can contribute materially to meeting the need for effective government by helping to improve the quality of public service at all levels.

As the Department of Administration is the duly designated department to administer the IPA Program, the department is responsible for the implementation, coordination, and overseeing of all IPA training projects; and particularly the Application of the Merit Principles in the

selection of employees for training, and the accountability of Federal dollar spent.

Once the grant application is signed by the Governor, it is in fact a commitment by the Government of Guam to:

1. Abide by all legal, program, and administrative requirements applicable to Grants under the Intergovernmental Personnel Act. These requirements are:
 - (a) Consistency with applicable Merit Principles.
 - (b) Maintenance of State and local expenditures.
 - (c) Coordination with related programs.
 - (d) Written approval of program changes.
 - (e) Monitoring and reporting program performance.
 - (f) Copyrights.
 - (g) Patents.
 - (h) Property Management.
 - (i) Publications.
 - (j) Third party participation.
 - (k) Interest of public officials and employees.

2. Fiscal Management:
 - (a) Financial Management System.
 - (b) Audit.
 - (c) Maintenance of Records.
 - (d) Budget Revision.

- (e) Financial Report.
- (f) Program Income.
- (g) Procurement Standards.

Noncompliance with the above will render Government of Guam in violation of conditions of the Grant and would result in immediate termination of Grant and recouplement of federal funds already received. Therefore, it is incumbent upon the Director of Administration to ensure that all the requirements are met and that programs are conducted according to objectives in a timely and cost-effective manner.

Though the IPA Grant is on a matching cost basis, it is not all in cash. The match which Government of Guam provides are in the form of personnel salary, direct cost -- such as rental, utilities, duplicating services which the Government actually pay in cash. Though there is no legal requirement for cash contribution on the Grantee's part, between 5% to 10% cash contribution is expected in the total Grant Application in the area of training. This is accomplished by providing local cash funding in training projects.

Because training projects differ each year, it will not be included in this section of the handbook. Instead, following the approval of the Grant each year, the

Department of Administration will publish the tentative schedule of training activities for the calendar year of the Grant. Specific dates, location, and nominations of participants will be announced through Department of Administration Organizational Circular.

IPA Training Program Selection Criteria

The following are factors to be considered by the department/agency in selecting employees to attend IPA training programs:

- . Specific departmental needs.
- . Applicant's potential as a trainee in specified area.
- . Applicant's length of service.
- . Applicant's recency of training.
- . Other pertinent principles under the merit system.

IPA Project/Training Submission Form

In the interest of providing a systematic input for submitting training projects for the IPA Program, the following is established:

By April each year:

1. Each department and agency will submit training projects (not to exceed three) to be considered for funding. Project(s) submitted must relate

to the overall benefit to be derived on a government-wide basis and not to the individual department or agency, unless the department/agency can justify the urgency of a specific training and why funding can not be absorbed. In addition, departments/agencies receiving Federal funds must also justify why Federal funds cannot be used for training.

2. All training projects to be considered must be submitted no later than the last day in April each year. Therefore, assessment must begin earlier than April.
3. Submit training project(s) utilizing the IPA Project Submissions Form in Appendix B.
4. By June each year, the Department of Administration will prioritize and recommend projects for IPA funding as well as for local funding, and present training projects to the Training Advisory Council for review and approval.
5. By August/September, the IPA Project Director and the Associate Project Director will prepare the yearly IPA Grant Application for submission to the Office of Personnel Management.

6. Not later than September each year, the completed IPA Grant Application will be forwarded to the Governor for signature, via the Guam State Clearinghouse.

Local Training Programs

By statutory provisions, the Training and Development Program exists to provide training programs on a government-wide basis. The purpose of these programs is to provide employees at government expense the opportunity to improve their job efficiency and productivity; and to increase government's manpower resources of capable managerial and supervisory personnel.

To accomplish this, and to insure educational programs in the interest of the government and the employees, pre-requisites and guidelines are established and maintained for each program and are listed in the following pages:

General Requirements

1. Employee must be a U.S. Citizen and/or a permanent resident of Guam.
2. Employee must be in the classified service and have permanent appointment status.
3. Employee who has previously participated in any type of Government of Guam training, requiring

service obligation, must first fulfill all of his service obligation before becoming eligible for reconsideration. This excludes short-duration seminars or institute-type of training acquired locally.

4. Any employee desiring consideration under the Special Extension Program (SEP), Skill Upgrading Program (SUP), or In-Service Training Program must prepare and submit proper documents to his department or agency head for review via immediate supervisor and training liaison officer. Documents to be submitted are:

- Training Application (GOVGUAM-108 Revised 7/80) (See Appendix C).
- Latest College/University Transcripts (as appropriate).
- Training Agreement (as appropriate).
- Other necessary documents relative to the program requested.

When all necessary documents have been compiled, they should be forwarded to Department of Administration, Training and Development for action.

5. Employee must sign a Release Authorization prior to undergoing training, granting the Department of Administration authority to request information on said Employee, relative to grades, course, and

progress during training.

6. All request for training coming under the purview of these rules and regulations, must be related to the job or position the employee is occupying.
7. No training shall commence prior to approval and documents properly executed by the Government and the employee.

Special Extension Program (SEP)

Objective:

To assist employee(s) in developing better knowledge and skills in their line of work by taking one work-related course, after working hours, at either University of Guam or Guam Community College. Government of Guam, Department of Administration shall fund training cost. A maximum of two (2) work related courses may be considered when justified, and providing sufficient funds are available.

Program Frequency:

Prior to Training:

1. University of Guam: Applicant must complete general admission requirements, i.e., must have taken the entrance placement examination.

Guam Community College: Applicant must complete general admission requirements.

2. Selection will be made by the Training Advisory Council based on the following:
 - (a) Number of participants will be determined by the availability of funds.
 - (b) Preference shall be given to those employees who have not participated in the program.
 - (c) Employee's objective for taking the course.
 - (d) Number of times employee participated in the program.
 - (e) Length of employee's government service.
 - (f) Employee's education level (priority to those without degrees, exceptional cases are employees with degrees and where job-related course(s) is necessary).

During Training:

3. Employee shall continue to work full-time while taking work-related course(s) after working hours. If a certain course is conducted only during working hours, attendance may be requested if it will not impede with the operations of the Division or Department. However, prior to

registering for the course, a written consent must be obtained from the Training Advisory Council. Submit request to Personnel Services Division -- signed by the immediate supervisor and approved by the department or agency head.

4. Employee must maintain a grade point average (GPA) of 2.0 or better.

After Training:

5. A service obligation of one (1) year shall be accrued for every semester of training.
6. Employee must submit a SEP Training Report to Personnel Services Division within a month after completing training. This report along with other pertinent information shall be made available for review by the Training Advisory Council during regular meetings, or when requested by the Chairperson.

Breach of Contract:

7. If employee withdraws from the program for reasons other than prolonged illness, employee shall be obligated to reimburse the government for all training expenses incurred, such as registration, tuition, textbooks and other required fees.

8. Withdrawal from the course(s) due to illness or medical reasons must be substantiated by a licensed physician's statement of an employee's inability to complete course(s) plus an official withdrawal authorization from University of Guam or Guam Community College. The above documents, when obtained, will be submitted to Personnel Services Division. Failure to comply with the above shall obligate employee to reimburse the government for expense(s) incurred on a pro-rated basis. In addition, employee shall surrender all text material(s) to the same division.
9. Employee who is dismissed for cause (adverse action), or resigns from government service, while on training shall reimburse the government for all training expenses incurred as indicated on Item No. 7.
10. Employee who resigns from government service prior to completing service obligation shall reimburse the government for training expenses incurred for the unserved portion of the obligation on a pro-rated basis.
11. Employee is obligated to reimburse the government

for training expenses incurred if employee fails to maintain a GPA of 2.0 or better.

12. In case of suit resulting from Item No. 7, 8, 9, 10, and 11 to collect any part of the expenses due from employee by reason of his breach of contract, employee shall pay such additional sum as the court shall adjudge reasonable as attorney's fee and court cost in such suit.

Skill Upgrading Program (SUP)

Objective:

To provide shop and office employees skill training to be more productive on the job, after working hours at Guam Community College.

Program Frequency:

Every semester, a program announcement shall be distributed to all departments and agencies.

Department and Employee Information:

1. The training to be conducted during the semester shall be determined by the needs of all departments and shall be of one classification title per semester.
2. Quota shall be set depending on availability of Department of Administration's training funds.

Selection will be made by the Personnel Services Division Administrator, subject to review by the Training Advisory Council.

3. Employees shall not be required to sign a service agreement.
4. Preference is made to those employees who have not participated in the program; and the need as it relates to the position classification of the employee.

In-Service Training Program

Objective:

To increase the proficiency and productivity of employees in their line of work. This program does not apply to professional employees within the Department of Education who are covered by other regulations for this type of training and the World Health Organization (WHO) currently being administered by the Public Health and Social Services (Authorized Liaison Office).

Program Frequency:

On-going Training Program.

Employee Information:

Prior to Training:

1. Applicant for In-Service Training must take and pass the In-Service Training Examination, administered by University of Guam, if training is to be pursued at a college or university level. Passing of examination is not to be construed as an application for the program. Applicant must have completed a minimum of fifteen (15) college credits from an accredited college or university.
2. Applicant pursuing specialized or technical type of training at a noncollegiate academic institution will not be required to have 15 college credits. However, it should be noted that those who do have have a better potential in undergoing and succeeding in the training.
3. Applicant must submit a letter of application to Personnel Services Division for review and approval/disapproval of the Training Advisory Council via employing department or agency head, and must provide the following information:
 - Location of training.
 - Type and length of training (including courses to be taken).

- Training cost breakdown.
- Letter of acceptance from college or university, institute or sponsoring agency.
- Latest transcript from last college or university attended.
- Physical examination certified by physician-- (fitness of applicant to undergo such training).
- Other necessary documents relative to training request.
- Travel Authorization (TA) with certification of funds indicated.

Training request must be submitted to Department of Administration 2-3 months prior to the commencement of training for adequate screening time.

4. Applicant approved for training must sign an agreement to serve the government one (1) full year of service for every three (3) months of training. For computation of duration of training and service obligation, the date of departure from Guam will be the commencement date of training.

During Training:

5. Employee's length of training shall not exceed one (1) year and shall not be less than one (1) month.

6. Employee attending training abroad between 3 months to a year shall receive per diem allowance for lodging and personal expenses at the rate of \$225 per month. Per diem allowance is not applicable to local training. Cost of books, tuition, registration fees, related supplies (which the Department of Administration determines necessary for the employee's training), are considered integral part of training and shall be paid by the sponsoring department. Furthermore, the government shall bear the cost of air-transportation (economy rate) to and from training abroad.
7. Employee undergoing in-service training shall maintain full employment status throughout the duration.
8. Employee undergoing training shall be prohibited from part-time employment unless authorized by the Training Advisory Council.
9. Employee must maintain a grade point average (GPA) of 2.0 or better.

After Training:

10. Employee completing training must serve all of the total service obligation with the sponsoring department or agency before requesting a transfer.

Consideration to waive this requirement may be requested from the Training Advisory Council, but subject to the following:

- (a) Employee must have served 1/2 of the total service obligation with the sponsoring department or agency; and
 - (b) The duties and responsibilities to be assumed as a result of the transfer is totally related to the training received.
11. Not later than one (1) month after completion of training period, the employee shall submit an In-Service Training Evaluation Report to his department/agency and to the Department of Administration. This report along with progress report shall be made available to the Training Advisory Council for review during regular meetings or upon request by the Chairperson.

Breach of Contract:

12. Employee who withdraws from training due to illness or medical reasons must substantiate

withdrawal by a licensed physician's statement of employee's inability to complete training, plus an official withdrawal authorization from the learning institution. Failure to comply with the above shall obligate employee to reimburse the government for all training expenses incurred.

13. Employee who withdraws or terminates training for cause shall reimburse the government for all training related expenses incurred such as air-transportation, per diem allowance, tuition fees, textbooks, supplies, etc..
14. Employee who is dismissed for cause (adverse action), or resigns from government service, while on training, shall reimburse the government for all training expenses incurred as indicated in Item No. 13.
15. Employee who resigns from government service prior to completing service obligation shall reimburse the government for training expenses incurred for the unserved portion of the obligation on a pro-rated basis.
16. Employee shall be terminated from the program and shall reimburse the government for training

expenses incurred as indicated on Item No. 13, if employee fails to maintain a GPA of 2.0 or better.

17. In case of suit resulting from Item No. 13, 14, 15, and 16, to collect any part of the due from employee by reason of his breach of contract, employee shall pay such additional sum as the court shall adjudge reasonable as attorney's fee and court cost in such suit.

External Funding Service Obligation

Where training programs receive subsidy from external funding; such as federal funding in which the program's purpose is designed to specifically aid Government of Guam in providing and increasing number of trained public employees, the following service commitment shall apply: One (1) year of service for every three (3) months of training. It should be noted, however, that the department or agency head have the prerogative to require service obligation not to exceed 1 year, for training coming under this section, which are less than 3 months in duration. This excludes professional employees within the Department of Education and the World Health Organization (WHO) Program being administered by Public Health and Social Services.

To qualify, the following considerations must be applied:

1. Whether it is designed to meet training needs of Government of Guam employees or the community as a whole.
2. Whether objectives of the program are to supplement, and not to replace or reduce training activities which are currently being sponsored by Government of Guam.
3. Whether primary emphasis is placed on needs of the Government of Guam.

APPRENTICE TRAINING PROGRAM

A. Establishment/Authority:

Apprentice Training Program. There is established within the Government of Guam an apprentice training program for the purpose of developing highly skilled journeymen thoroughly and broadly qualified in their trades and to provide a potential source of key employees and supervisors. (Section 11999.1, P.L. 13-164. See Appendix D.)

B. Definition:

An Apprenticeship program shall mean a comprehensive training program designed to equip the apprentice to perform all duties in a recognized skilled craft or trade at the journeyman level. This training shall consist of practical experience supplemented by related instruction in basic theories and their application to the particular trade. The basic concepts and theories must be broad enough to provide the apprentice with the knowledge required to grasp new technology. Job experience and demonstrated performance in all elements of the craft supplemented by related instruction must be completed satisfactorily before an individual may be considered a qualified skilled worker or journeyman. (Section 11999.2, P.L. 13-164. See Appendix D.)

C. Apprenticeable Trades or Crafts:

1. Apprenticeable trades or crafts are those registered with the U.S. Department of Labor, Bureau of Apprenticeship and Training. Those that are not registered may be apprenticed upon approval by the employing department. Apprenticeship shall not be established for occupations requiring primarily the operation of equipment. (Section 11999.3, P.L. 13-164. See Appendix D.)
2. Apprenticeship trades or crafts applicable to Guam are those registered with the U.S. Department of Labor, Bureau of Apprenticeship and Training by the Guam Contractors Association¹, U.S. Navy² - CIRO/SRF and the Guam Community College.
3. Apprenticeable trades or crafts as mentioned in Subsection 2 of this Rule are made available -- depending on manpower needs.

D. Non-Apprenticeable Trades and Crafts:

Non-apprenticeable trades and crafts are those that fall primarily into any of the following categories:

1. Selling;
2. Managerial;
3. Clerical; or
4. Professional.

1 - See Appendix F

2 - See Appendix F1

E. Administration

1. There is hereby established within the Department of Administration an Apprentice Program Administrator who shall be responsible for administering the apprenticeship program. He shall advise and assist line management in the development, organization and administration of the apprenticeship program. He shall work closely with heads of shops in the preparation of training materials, planning of training schedules, assuring adequate instructions in the shops and in coordinating the work experience and related training phases of the program. He shall have direct supervision of classroom instruction and shall be responsible for the maintenance of apprentice training standards, for maintenance and review of apprentice records, administration of apprentice advancements and graduation and submission of reports. In addition, the Apprentice Program Administrator shall be responsible for promoting the general welfare of apprentices. (Section 11999.4, P.L. 13-164. See Appendix D.)

2. The Administrator of Personnel Services Division, Department of Administration shall be the Administrator of the Government of Guam Apprentice Training Program and shall designate a Program

Coordinator who shall assist him in carrying out the duties and responsibilities prescribed in No. 1 of this Rule.

F. Trade Theory Instructors, Requirements for

Trade Theory instructors must have qualifying experience as an instructor or have demonstrated proficiency and have extensive knowledge in the trade he is to teach. (Section 11999.5, P.L. 13-164. See Appendix D.)

G. Trade Training Plans:

1. A well organized, effectively coordinated work experience and related training plan is necessary to accomplish the established objectives of apprentice training. The trade training plan for each trade will include schedules of required work experience and related training for each year of apprenticeship. (Section 11999.6, P.L. 13-164. See Appendix D.)
2. Trade or craft training plans will be applicable to that of the U.S. Navy Joint Agreement Apprentice Training Program through the Consolidated Industrial Relations Office (CIRO). Training plans will be in accordance to each trade or craft requirement.

3. Each apprentice will be subject to meet the following criteria before or upon completion of the training program with a minimum of an overall "average" grade or rating:

(a) For Trades:

- (1) On-the-job training (OJT): 4200 minimum hours.
- (2) Classroom Instructions: 7 courses minimum.
(Advance credit to be included if applicable.)

The trades requirement is based on a 2-4 year standard apprentice training program and is subject for revision and/or amendment with the consensus of the Training Advisory Council and will be further subjected to the approval of the Governor of Guam and the U.S. Department of Labor - Bureau of Apprenticeship and Training (BAT).

(b) For Crafts: Dependent upon the particular craft an apprentice will be undergoing training and the required training will be that of the requirement as set by the Bureau of Apprenticeship and Training, U.S. Department of Labor and the respective registered program in which the training phase will be engaging into.

4. **Work Experience Plans:** Work experience shall be planned to enable an apprentice to become competent in the skills required by their trade. Work experience plans will include the projected time required for an apprentice to become proficient in each element and area. The projected time period will be used as guides with variations permitted to meet individual or activity needs. Each work experience plan will include a schedule of work experience by areas and elements showing:

(a) Projected hours scheduled for each area and each element in each apprenticeship year.

(b) Total hours scheduled in each area; and

(c) Grand total of hours scheduled in all areas for the entire term of apprenticeship.

5. **Related Classroom Training Plans:** The content of related classroom subjects will be planned to provide an apprentice with the background knowledge and information required to become an effective and efficient journeyman and to provide a foundation for adjustment to future technological changes affecting the trade. The amount of related instruction will vary with the needs and complexity of the trade; however, a minimum of 8% of the total

hours of apprenticeship is required for related instructions in each trade. Related subjects will naturally be taught throughout the entire term of apprenticeship, but may be scheduled to best meet the needs of the trade. The course to be taught and the level of instruction will be determined locally but will include written and oral communication, applied mathematics, trade science, and trade theory.

6. Scheduling of Related Classroom Training: To the maximum extent possible, related classroom instructions should be scheduled during regular working hours with apprentices attending in a pay status. In unusual situations, it may be necessary and desirable to schedule related classroom instructions after regular hours of work with apprentices attending classes on their own time in a non-pay status must be the voluntary choice of the apprentice and attendance may not be required as a condition of employment or used as a factor in selecting for appointment to apprentice positions. The hours of work for those apprentices who elect to receive instructions while in a pay status may be adjusted to meet required class schedules. The Program Administrator should be familiar with the restrictions on overtime pay

for employees in a training status under the provisions of the Fair Labor Standards Act to insure that local policies are in accordance with these laws.

H. Employment of Apprentices:

1. The Government of Guam policies and regulations regarding appointment, termination, probationary period, leave and hours of work are the same for apprentices as for other employees. Successful completion of an apprenticeship shall not be dependent upon the length of time required in training but by the demonstration of successful performance of all major occupational elements of the target journeyman position. (Section 11999.7, P.L. 13-164. Appendix D.)
2. Each apprentice will adhere to the Personnel Rules and Regulations governing their respective department and/or agency; and those undergoing training at an installation other than the Government of Guam shall be governed by rules and regulations of that installation.
3. Overtime pay for an apprentice will not be allowed unless otherwise approved by the respective department or agency of which he is employed, and compensation to cover overtime training will be granted

with compensatory-time-off (CTO) at the end of the training program, or at the discretion of the department or agency approving; subject to the applicable provisions of the Personnel Rules and Regulations.

Prerequisites of Prospective Apprentice: Before any applicant is to be considered eligible for the Apprentice Training Program, the following requirements must be met:

4. Qualifications:

(a) A person must be at least sixteen (16) years of age, and upon completion of the Apprentice Program there should be a minimum of eight (8) active-working years before reaching work obligation retirement eligibility.

(b) An employee's position shall not exceed the entry level, e.g., Machanic I, Electrician I, etc., upon selection into the program.

(c) Examinations:

(1) The Scholastic Achievement Test (SAT) must be passed with an average minimum rating in Comprehension and Vocabulary, and an average minimum rating in Math. If necessary, passing grades will be determined by cut-off scores.

(2) Vocational Interest Inventory test will be administered to determine the occupational interest of an individual.

(3) Must undergo a complete physical examination. Any chronic disease or disorders are to be considered in relation to the duties and activities of an apprentice.

5. Selections: The selection of an apprentice would be based on the satisfactory completion of subparagraph 4, Rule H, without regard to race, creed, color, national origin, nor sex. Emphasis on individual initiative and potential would be considered in determining final selections of apprentice trainees, after full and fair opportunity of all applicants.
6. Term of Apprenticeship: National Standards for Apprenticeship and apprenticeship legislation recognized the term of apprenticeship as two (2) years or more, based on a 40-hour work week. All trade training plans for a particular trade is designed according to a similar pattern to assure that the apprentice acquires the knowledge and the skills necessary for an all around journeyman. Successful completion of the apprenticeship is not dependent upon the length of time required in training

but by the demonstration of successful performance of all major occupational elements of the target journeyman position.

7. Probationary Period: The probationary period is the first two quarters of apprentice training, and shall be subject to the review of quarterly appraisal by immediate supervisor, senior supervisor in the shop and the Administrator, Personnel Services Division, who shall take into account the ability, conduct, initiative, and adaptability of the apprentices before determining probationary as having been completed. Apprentices with unsatisfactory performance during probationary period is subject to be dropped from the program.
8. Cancellation of Apprentice Agreement: The following are justifications for cancellation of Apprentice Agreement:
 - (a) Unsatisfactory performance in the general areas of an apprentice's role and conduct during probationary period (refer to Rule L, Progress of Apprentices).
 - (b) Unsatisfactory progress (refer to Rule L, Progress of Apprentice, 3(c), Criteria for dropping program).

(c) Personnel request to drop Apprentice Program

(see Appendix G, Apprentice Agreement Contract).

I. Apprentice Training Advisory Committee:

1. For the purpose of the Apprentice Training Program, the Training Advisory Council shall serve as the Committee and shall be governed by the body and powers of the Training Advisory Council (TAC). Therefore, the council shall be referred to as the Training Advisory Committee.
2. Authority: The Training Advisory Council was established by Executive Order No. 72-11 (as amended by Executive Order 75-42 and 79-25) to assist the Department of Administration to assure coordination of various training and development programs. (See Appendix A.)
3. Purpose of Council: As a condition for certification and approval of the Apprentice Program by the U.S. Department of Labor, the establishment of a committee or council is required to assist in the evaluation and coordination of the Apprentice Program.
4. Members: The Training Advisory Council consist of eight (8) members representing the following departments in Government of Guam:

Director, Department of Administration
Executive Director, Civil Service Commission
Director, Department of Public Works
Director, Department of Revenue and Taxation
Director, Department of Public Safety
Director, Department of Labor
President, University of Guam
Provost, Guam Community College

5. Functions of the Council:

- (a) Review and evaluate the effectiveness of the
Apprentice Training Program.
- (b) Make recommendation for the improvement in the
academic curriculum, work assignment, shop theory
and shop assignment.
- (c) Discuss problem areas and recommend solution.
- (d) Perform other duties as assigned by the chair-
person.

J. Process and Selection Procedures:

- 1. Announcement: For each training cycle, an announce-
ment will be issued to each respective department
or agency two months prior to the commencing of the
cycle.

2. Application: Prospective applicants must complete and fill out a Government of Guam Application¹ and a Training Application² which then must be submitted to their department or agency training liaison officer for approval and certification of their department or agency head.
3. After each department or agency has approved an applicant's application, the training liaison officer will then submit both application forms to Personnel Services Division, Department of Administration for further processing and disposition.
4. Upon receipt and thorough review of applications, the Administrator, Personnel Services Division, Department of Administration will schedule the series of test to be administered to each of the prospective applicant as follows:
 - (a) Scholastic Achievement Test (SAT)
 - (b) Vocational Interest Inventory (NOTE: Refer to Subsection 4(a) and (c) of Rule H.)

The two tests will determine the semi-selection process before an applicant is officially selected for the training program.

1- See Appendix H

2- See Appendix C

5. Personnel Services Division, upon complete and final tally of the two test results, will forward all applications and test results to the Training Advisory Committee for final review and selection of applicants for the next Apprentice Training Program cycle. (Refer to Subsection 5 of Rule H.)
6. Notification: Upon final review and selection of both the Personnel Services Division and the Training Advisory Committee, each applicant and department or agency will be notified three weeks in advance of their test results and selection.

K. Apprentice Training Program Agreement:

Upon final selection and notification of applicant(s), an Agreement between apprentice/department-agency and the Government of Guam will then be entered into.

(See Appendix G.)

L. Progress of Apprentices:

1. The progress of apprentice will be viewed and recorded on a continuing basis, and reported quarterly and annually, both in the work experience and other related training phases. Based on the continuous review of the apprentice progress, supervisors and instructors will keep apprentices informed of how they are progressing, provide them reasonable advice

and assistance, and give them appropriate recognition for progress:

2. Continuous Records of Progress:

(a) Appraisals of Work Experience: Factual information will be recorded on a current and continuing basis by the immediate supervisor in the shop, and by the shop instructors under whom the apprentice is receiving instructions. The information should show the progress of the apprentice in each element of shop work performed and describe briefly the strong and weak points in the apprentice's performance. These continuing appraisal records will include the appraisals made when the apprentice is transferred or rotated in work assignment, and when assigned to a different supervisor. Appraisals shall be made on the basis of job element standards that apprentices are properly expected to meet under the current conditions of work.

(b) Grades in Related Information Subjects: Adequate records of performance in each related subject will be maintained on a current and continuing basis by the instructor concerned and will include factual information in support of unusually high quarterly progress form. When related

subjects are given partly through cooperating school system or other non-government facility operating on a semester and for the summer period instead of on a quarter basis, the submission of grades shall be based on semester periods.

(c) Review of Quarterly Appraisals: The Administrator, Personnel Services Division will review the entire quarterly progress appraisal, including both the appraisal on areas of work experience and the level of achievement in related subjects to assure that they are equitable. For this review, the Administrator will have access to the continuing records of shop and school performance. After any necessary consultation and adjustment of appraisals, the Administrator, Personnel Services Division will initial each quarterly appraisal to signify approval.

(d) Use of Quarterly Appraisals: The quarterly progress appraisals will be used in certifying the satisfactory completion of each phase of apprenticeship and in preparing the official performance rating.

(e) Completion of Apprenticeship: The date the apprentice training is completed will be recorded and registered with the U.S. Department of Labor, Apprenticeship and Training.

(f) Certificate of Completion: The Government of Guam under the sponsorship of the Department of Administration and joint agreement with the U.S. Navy, shall issue the certificate of completion that confers with the requirements and standards establish by the U.S. Department of Labor.

3. Unsatisfactory Progress: The progress of an apprentice will be considered unsatisfactory when the quarterly progress appraisal is unsatisfactory for any area or work experience or any related subject:

(a) Opportunity to make-up before Recording of Quarterly Progress Appraisals: Whenever it is determined that an apprentice's performance in either work experience or any related subject could become unsatisfactory, the apprentice will be so notified in writing. This notice which should be regarded as a temporary training record should advice the apprentice of the danger of receiving a failing grade for the quarter if

performance is not sufficiently improved. It should also advise that adequate opportunity (specifying the time allowed) will be provided and that reasonable assistance will be provided to the apprentice to confer with the instructor, supervisor concerned and with the Administrator, Personnel Services Division as soon as possible. If the written notice and the effort to assist the apprentice should succeed, it will serve the purpose of affording ample opportunity to make-up grade(s) before any notation of failure is placed in the Official Training Folder. In this process, an effort will be made to determine the cause of their low level performance for correction insofar as reasonably possible. If at the end of the quarter the apprentice's performance is still unsatisfactory (U) a warning of unsatisfactory will be issued.

- (b) **Warning of Unsatisfactory Progress:** Whenever an apprentice receives a first unsatisfactory quarterly appraisal of performance, in either an area of work experience or any related subject, a written "warning of unsatisfactory progress" will be issued unless there is sufficient cause to immediately institute proceeding to drop the

apprentice from training in accordance with Subsection 3(c) below.

(c) **Criteria for Dropping Program:** Subject to compliance with procedural requirements for adverse actions, and unless the head of the activity or his designee desires to give the apprentice further opportunity to succeed, the apprentice will be dropped from training promptly after receipt of two unsatisfactory quarterly marks during any apprenticeship year. These two marks may be in the same or different areas of work experience, or in both an area of work experience and related subject and may be either simultaneous or in different quarter of the same apprenticeship year. These provisions for dropping an apprentice from training are considered as conditions of agreement with apprentices.

(d) **Procedures for Adverse Action:** The Government of Guam Civil Service Commission (CSC) procedures for adverse action is applicable to apprentice trainees, both during and after probationary period. Apprentices being trained by non-government of Guam facilities shall be under the jurisdiction of the sponsoring facilities rules and regulations.

M. Reassignment to a Different Trade:

Reassignment of apprentices from one trade to another may be effected if consistent with the needs of the department. It is desirable to advise the parents or legal guardians in writing of the prospective reassignment when an apprentice is under 18 years of age. The Veterans Administration must be notified of the reassignment when an apprentice is receiving Veterans Administration financial assistance and other entitlements in connection with the training.

N. Tools - Equipment, Books:

1. Each trainee will provide the essential tools, equipment and book(s) for the particular trade/craft in which he will be undergoing training.
 - (a) Tool - equipment list will be provided to each selected trainee and must be complete and available before commencement of training program.
2. Personnel Services Division, Department of Administration will provide assistance to any trainee in the event that trainee cannot provide the required tools, equipment and books needed to undergo training and provided that the trainee is in agreement to reimburse the government for any/all expenses incurred.

3. Any/all tools-equipment or books issued to a trainee while undergoing training and was purchased with government funds shall become the property of the Government of Guam.

(a) Tool(s) - equipment or books shall be returned upon demand to Personnel Services Division for inspection and/or property control.

(b) In the event that a tool(s) - equipment or book(s) is damaged or lost, the trainee issued will be liable and subject to either replacing or reimbursing the Government of Guam.

(c) When a trainee does not comply to subsection (a) and (b) of this rule, he will be in violation and subject to Section 43.30 (a) of the Criminal and Correctional Code of Guam which then the case will be forwarded to the Attorney General's Office for legal processing and action.

O. Plan for Advancement:

1. General Requirements:

(a) New apprentices without previous training and experience appropriate to their trade shall be assigned as apprentices (first year). Advancements shall be made when apprentices demonstrates by performance and written examination that they

met the prescribed requirements for their current year of apprenticeship.

- (b) Apprentice training plans should be flexible to accommodate losses or delays in training by extending the length altering sequences or adding to or modifying the program. The length of the training may be extended when a trainee does not complete training in all of the required elements, or otherwise demonstrate proficiency within the normal timeframe. Apprentices having prolonged absences away from training may have their advancements delayed until they make up the non-training time. When absences exceed 80 hours during any apprenticeship year, the apprentice shall be subject to termination. (Refer to subsection 3(d) of Rule L.) Activities should avoid assigning apprentices to committees or special assignments which may result in delaying their advancement.

2. Advanced Credits:

- (a) Apprentices with exceptional ability in their chosen trade or previous instruction in related subjects, or who under the option plan undertake related instruction on their own time, may be able to complete the requirements in less than

the prescribed term of apprenticeship. Credit for a unit of work experience or related instructions will be granted to apprentices when they have acquired the level of proficiency established for the unit in the approved training plan. However, apprentices must not be advanced until they have fully demonstrated proficiency in the required work experience and related studies.

- (b) The maximum advanced credit allowable during the entire apprenticeship in work experience and related subjects combined is 50% of the normal apprenticeship time.
- (c) Apprentices will not be required to repeat training in work experience or related subjects for which advanced credit has been authorized. However, this does not preclude participation in refresher courses or advanced special training beyond the scheduled requirements to further develop capabilities. Apprentices who continue an apprenticeship in the same trade after reinstatement or transfer from another activity or those who leave and return to the apprenticeship for any other reason shall be given full credit for subject matter previously completed satisfactorily.

(d) Determination of the advanced credit to be granted to individual apprentices will be the joint responsibility of the senior supervisor of the shop to which the apprentice is assigned, the immediate supervisor of the apprentice and the Administrator, Personnel Services Division. Information from other persons with direct knowledge of the apprentice's progress and achievement (such as shop instructor and instructors in related subjects) will be considered. Certification of advanced credit authorized will include an appraisal of the knowledge, skill, and proficiency demonstrated by the apprentice for the unit of training for the quarter. The certification will be filled as a part of the apprentice's permanent training period.

P. Training Facilities:

Training facilities will be available at either of the below listed areas and will be dependent upon the particular trade/craft in which an apprentice will be assigned to:

1. Consolidated Industrial Relations Office (CIRO)
U.S. Navy Public Works Center or Ship Repair Facility.
2. Government of Guam department and/or agency.

3. Guam Community College.

4. Private Industry (if feasible).

No option nor selection will be given to the apprentice(s) - training facilities will be scheduled and as well as justified per cycle training program.

Q. Service Requirement:

1. As indicated in the Apprenticeship Agreement, to every year that a trainee undergoes training, he will be subject to serve the Government of Guam two (2) years of service on a continuous basis. This service obligation shall be served with the respective department or agency before requesting for a transfer to another department or agency or before termination from the Government of Guam.
2. Any employee or trainee shall be subject to all terms and conditions of the Apprentice Training Program.
3. An employee or trainee who does not complete his service obligation will be subject to "Breach of Contract" and shall reimburse the Government of Guam for all expenses incurred during training.

Orientation Program for New Employees

The Government of Guam Orientation program for new employees will be conducted on a quarterly basis, between 8:00 a.m. to 4:30 p.m. on a date which will be announced through the Department of Administration's Organizational Circular.

The Orientation Program is designed to familiarize employees of the following:

- (1) Organizational structure of the Executive Branch.
- (2) Provide a brief description of the functions of each department/agency and their relationships and authority within the Executive Branch.
- (3) The role the employee plays towards the accomplishment of the department's/agency's mission.
- (4) The employee's rights and benefits and conduct as a government representative.

In addition to the above, representatives from the local Civil Service Commission, Equal Employment Opportunity Administrator, Retirement Fund, Personnel Services Division, Occupational Safety and Health Act Representative, Credit Union and Payroll are invited to speak in their respective areas and provide ready answers to questions employees may ask.

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In addition to the above, representatives from the local Civil Service Commission, Equal Employment Opportunity Administrator, Retirement Fund, Personnel Services Division, Occupational Safety and Health Act Representative, Credit Union and Payroll are invited to speak in their respective areas and provide ready answers to questions employees may ask.

Each department/agency must bear in mind that the orientation provided does not cover all the areas normally discussed between employee and the employer. Therefore, it is incumbent upon management to conduct a departmental and divisional orientation to discuss and/or explain policies, procedures, practices, working schedule, annual/sick leave, etc.

V. DETERMINATION OF TRAINING NEEDS:

There are several methods for determining and arriving at training needs. They are:

- (1) Needs assessment study;
- (2) Survey Questionnaire; and
- (3) Individual Training Plan.

Whichever method is used, other factors which must be considered are:

- (1) Number of employees needing the training;
- (2) Level of education;
- (3) Years of local government service;
- (4) Level of expertise in their line of work; and
- (5) What level do you want them to achieve or reach.

Consideration of these factors cannot be overemphasized, as they contribute to the success or failure of a training program. For example, an employee whose level of education is below a high school level may find the

course of instruction over his head and become frustrated. For one whose level is beyond high school may find instruction too basic and become uninterested, etc.

The end result of training is to be able to measure the behavior or activity in terms of skills, knowledge, and theory based on the objective of the training. In other words, training is essentially to assist the employee in becoming qualified, more effective, more productive and more proficient in their line of work whether in a supervisory or non-supervisory level.

Supervisors are responsible for determining what development their employees need in order to perform their duties. This should be done periodically by checking with employees to determine what assistance they need; however, at least once a year, supervisors must meet with each employee to discuss the training needed for the coming year and to develop the Individual Training Plan. (See Appendix I.)

The process of determining training needs is the same for all employees. However, special requirements need to be considered when determining the projected training for professionals, supervisors, and EEO officials.

- A. For all Employees: The starting point in the determination of training needs is with an analysis of performance. The supervisor and the employee should discuss the employee's performance in relationship to each tasks listed in the Performance Standards. A simple standard is shown in Appendix J. For actual determination of training needs refer to employee's Performance Appraisal. If either the supervisor or the employee feels that a task should be accomplished in a more effective manner, the Occupational Training Plan (see Appendix K) should be developed and used to pinpoint specific knowledges, skills or abilities necessary to improve performance. The sample Occupational Training Plan is based on the same occupation as the standards in Appendix J.
- B. For Professionals: If a supervisor is determining the developmental needs of a professional, then the list of knowledges, skills and abilities in Appendix L must be used. This list reflects the capabilities which professionals at the full performance level must have in order to most effectively accomplish the government's program responsibilities. Generally, they must understand all the various personnel specializations, comprehend the underlying principles, all personnel management's relationship to other

programs and functions, and know the mission and structure of the department/agency.

Each supervisor is responsible for assuring that the professionals in their department/agency are acquiring these knowledges, skills and abilities as they ascend in the career ladders. Each person's development has to be considered in light of their experience and education. Budgetary constraints and the amount of specific job-related training programmed will also be factors to consider when determining how much "broadening" training can be given in a year.

- C. For Supervisors: All new supervisors are required to have 20 hours of supervisory training in the first six months after appointment. The specific courses will depend on the knowledges, skills and abilities the person brings to the job. However, this training should cover such areas as personnel policies and practices, supervisory responsibilities, communication, motivation and interpersonal relationship, work planning and processes, basic theories of supervision and management, concept of organization, techniques for problem solving and decision making, performance appraisal and learning theory and techniques.

All supervisors and managers are required to attend at least one workshop in EEO. This should be reflected in the individual development plan.

- D. For EEO Coordinators: Supervisors of EEO Coordinators are responsible for including the appropriate EEO training in the individual development plan.

The supervisor should specify the method of accomplishing the training: formal training, on-the-job training, details, readings, or courses. Regardless of the methods, however, time should be provided at work for the accomplishment of necessary job-related training. Therefore, an employee should have appropriate time to complete the course or attend non-government daytime training. If employees attend non-government training during working hours, the department or agency head must request approval from the Governor via the Director of Administration.

Bear in mind that the individual development plan should not be a long list of everything an employee could use, but a prioritized list of needs developed after proper consideration of available time and

money. It is not a contract or guarantee of training. Rather, it is an assessment of what development is likely under favorable conditions, i.e., enough time and money. Even after the completion of a workable realistic plan, the employee may not receive any or all of the training as his/her development needs will have to be matched against the needs of other employees in the organization and throughout the government of Guam. This screening and consolidating process is described in Part V.

VI. SELF-DEVELOPMENT:

Although the government is responsible for training and assisting employees so they will be able to satisfactorily perform their duties, employees should and are encouraged to seek out developmental opportunities on their own time.

The Government, within budgetary limits, can assist the employee with self-development efforts by providing financial support for tuition, books, and materials through the Special Extension Program, Skill Upgrading Program, and In-Service Training, Apprentice Training, and Extension Courses. Detail explanation and requirements of these trainings are provided in Program Section IV.

VII. PROFESSIONAL ORGANIZATIONS AND CONFERENCES:

Employees, to further their self-development, are encouraged to participate in professional associations. If regular meetings occur during the day, supervisors are authorized to provide work time for attendance if the benefits can be applied to the job. If the improvement is, instead, related to future career goals, then the supervisor should consider rearranging the employee's work schedule.

Employees are also encouraged to participate in special job-related conferences. Attendance at these functions should be reflected in the individual development plan and the organizational training plan.

VIII. TRAINING PLANS:

Each department/agency must prepare an organizational training plan (as shown in Appendix M) which is a forecast of the training and cost of that training for the next fiscal year. On-the-job training need not be reflected in the plans; however, developmental details should be. The individual development plans should be the primary resources in developing the plans; however, management should also consider factors as any additional training which did not surface during the preparation of the individual development plans. Likewise, manage-

ment may need to eliminate some of the training requested on the individual development plans.

This plan and the individual training plans for all professionals must be submitted to the Personnel Services Division. In addition, the Personnel Services Division will also review the organizational training plans in preparation for developing the government-wide training master plan. Consideration will be given to these factors during the review:

- (1) The existence of government training needs which have not reflected in the plans. For example, the executive staff may have indicated a desire to attend a 1-day session on motivation techniques.
- (2) The possibility of combining some of the requirements. For instance, if 15 people indicated a need for basic classification, a single course could be designed or procured.
- (3) The presence of required supervisory and EEO training.
- (4) The presence of the "broadening" training for professionals.

The organizational training plans will be returned to the managers with the recommendations of the Personnel Services Division. Copies will be retained in the Personnel Services Division. Any request which is not reflected in the organizational training plan must be accompanied by an updated Individual Development Plan (IDP).

IX. TRAINING DOCUMENTATION:

All formal trainings over eight hours, including training acquired at no cost must be reported to the Personnel Services Division for entry on Training Data Card. The report must contain employees name, social security number, duration of training, location and institution. This includes in-house training provided for by the department/agency.

X. EVALUATING TRAINING:

The supervisor is responsible for evaluating the results of training and should discuss the effects of the training with the employee. Approximately three months after the training has been completed, the Training Liaison Officer will receive from the Personnel Services Division a copy of the IDP, which originally requested the training for delivery to the supervisor. The supervisor should annotate the specific changes in performance as well as

implementation of new techniques, procedures, etc., what the employee has done as a result of the training received on the original individual development plan. Following the supervisor's evaluation, the IDP shall then be submitted to the Personnel Services Division. A copy may be retained by the Training Liaison Officer or supervisor.

XI. CAREER ASSISTANCE:

An employee can seek career guidance from three different sources in the Government of Guam:

The supervisor has a responsibility to discuss an employee's career goals during the performance appraisal process. If the employee seeks in-depth information about a particular occupation in the Government of Guam career ladders, or qualifications, the supervisor should refer the employee to the appropriate department/agency which renders personnel services to the respective department/agency the employee is assigned to.

The career advisor is a manager, supervisor, or experience counselor in the organization who will be able to discuss general information about various occupations in the government, specific information about the professional occupation in that office or organization, entry points into para-professional and professional positions, the

current status of the employee's career, self-development, and the employee's responsibility to update his/her official personnel folder. The advisor will not provide the type of in-depth counseling which focuses on an employee's life goals, or personal problems. If an employee wants specific information about another occupation, the career advisor may refer the employee to the appropriate career advisor.

The Personnel Services Division (Classification Branch) will be available if the employee seeks information about such matters as personal qualifications, specific merit promotion actions, etc.

XII. TRAINING MATERIALS, EQUIPMENT AND FACILITY:

By statutory provision, the Personnel Services Division is responsible for developing and conducting training for Government of Guam employees, as well as making available training materials, equipment, and facility to departments and agencies desiring to conduct their in-house training. For this reason, the Personnel Services Division have training materials (books, films, tape cassettes, projectors, etc.) which can be used in conducting training. These items are available when not in use to departments and agencies on a first-come first-service basis. For the benefit of all

departments and agencies concern, a list of films, books, tape cassettes are available for check-out at the Personnel Services Division.

All departments and agencies are encouraged to utilize the items to conduct their own training programs.

Replacement Costs:

In carrying out the duties and responsibilities of the Personnel Services Division, and to make available the same training materials, equipment, etc., to Government of Guam departments and agencies, the following shall apply: Replacement cost applies to Government of Guam departments and agencies, in the event damage(s) or loss are the direct result of negligence on the part of the responsible person or department or agency.

<u>ITEM</u>	<u>REPLACEMENT COST</u>
Films	Purchased Cost
Projector (16mm)	Purchased Cost
Slide Projector	Purchased Cost
Cassettes & Tapes	Purchased Cost
Books	Purchased Cost

APPRENTICE TRAINING

TRADES AUTHORIZED FOR APPRENTICESHIP
IN THE
DEPARTMENT OF THE NAVY

Air Conditioning Equipment Mechanic	Coppersmith
Aircraft Electrician	Diesel Engine Mechanic
Aircraft Engine Mechanic	Drydock Mechanic
Aircraft Instrument Mechanic	Electrician
Aircraft Instrument Mechanic (Electronics)	Electrician (Lineman)
Aircraft Launching and Arresting Devices Mechanic	Electrician (Power Plant)
Aircraft Ordnance Mechanic	Electrician (Telephone)
Aircraft Painter	Electronics Mechanic
Aircraft Pneumatic Systems Mechanic	Electronics Mechanic (Maintenance)
Aircraft Mechanic	Electronics Mechanic (Ordnance)
Armature Winder	Electroplater
Automotive Machinist	Electroplater (Process Development)
Automotive Mechanic	Fire Control Mechanic
Automotive Mechanic (Body and Fender)	Glass Apparatus Maker
Blacksmith	Graphic Arts Mechanic
Boatbuilder	Gyrocompass Mechanic
Boilermaker	Heat Treater
Cable Splicer	Heavy Duty Equipment Mechanic
Carpenter	Instrument Maker
Central Office Repairman	Instrument Mechanic (Electrical)
Climatic Control Operating Mechanic	Instrument Mechanic (Electronics)
	Instrument Mechanic (General)
	Instrument Mechanic (Mechanical)

TRADES AUTHORIZED FOR APPRENTICESHIP
IN THE
DEPARTMENT OF THE NAVY

APPRENTICEABLE TRADE TITLES

REVISED TRADE TITLES

Air Conditioning Equipment Mechanic

Aircraft Electrician

Aircraft Engine Mechanic

Aircraft Instrument Mechanic

Instrument Mechanic

Aircraft Instrument Mechanic
(Electronics)

Electronics Mechanic

Aircraft Launching & Arresting
Devices Mechanic

Aircraft Ordnance Mechanic

Aircraft Ordnance Systems Mechanic

Aircraft Painter

Painter

Aircraft Pneumatic Systems
Mechanic

Aircraft Pnuedraulic Systems
Mechanic

Aircraft Mechanic

Armature Winder

Electrical Equipment Repairer

Automotive Machinist

Automotive Mechanic or Machinist

Automotive Mechanic

Automotive Mechanic (Body & Fender)

Mobile Equipment Metal Mechanic

Blacksmith

Boatbuilder

Boilermaker

Cable Splicer

Electrician (High Voltage)

Carpenter

Central Office Repairman

Telephone Mechanic

Climatic Control Operating
Mechanic

Air Conditioning Equipment
Mechanic

APPRENTICEABLE TRADE TITLES

Coppersmith

Diesel Engine Mechanic

Drydock Mechanic

Electrician

Electrician (Lineman)

Electrician (Power Plant)

Electrician (Telephone)

Electronics Mechanic

Electronics Mechanic (Maintenance)

Electronics Mechanic (Ordnance)

Electroplater

Electroplater (Process Development)

Fire Control Mechanic

Glass Apparatus Maker

Graphic Arts Mechanic

Gyrocompass Mechanic

Heat Treater

Heavy Duty Equipment Mechanic

Instrument Maker

Instrument Mechanic (Electrical)

Instrument Mechanic (Electronics)

Instrument Mechanic (General)

Instrument Mechanic (Mechanical)

Instrument Mechanic (Optical)

REVISED TRADE TITLES

Equipment Mechanic or Heavy
Mobile Equipment Mechanic

Electrician (High Voltage)

Electrician (High Voltage)

Telephone Mechanic

Electronics Mechanics

Electroplater

Electronics Mechanic or Electronic
Integrated Systems Mechanic

Instrument Mechanic

Heat Treater and Temperer

Heavy Mobile Equipment Mechanic

Instrument Mechanic

Electronic Measurement Equipment
Mechanic

Instrument Mechanic

Optical Instrument Repairer

APPRENTICEABLE TRADE TITLES

Letterer and Grainer

Locksmith

Machinist

Machinist (Maintenance)

Machinist (Marine)

Machinist (Ship Weapons)

Mason (Brick or Stone)

Materials Handling Equipment
Repairman (Electric)

Missile Mechanic Electronics

Metal Fabricator

Millman

Model Maker (Metal Components)

Model Maker (Electronics)

Model Maker (Non-Metal)

Model Maker (Sheet and Plate Metal)

Molder

Molder (Plastics)

Office Appliance Repairer

Ordnance Equipment Mechanic

Painter

Pattermaker

Pipe Coverer and Insulator

Pipefitter

REVISED TRADE TITLES

Sign Painter

Equipment Mechanic or Machinist

Machinist

Machinist or Artillery Repairer

Mason

Electromotive Equipment Mechanic

Guided Missile Mechanic
(Electronics)

Machinist

Electronics Mechanic or Model
Maker

Model Maker

Sheet Metal Mechanic or Model
Maker

Insulator

APPRENTICEABLE TRADE TITLES

Plasterer

Plumber

Rigger (Antenna)

Power Plant Controlman (High Pressure)

Propellant Maker

Radio Mechanic

Rigger

Rocket Propulsion Mechanic

Rubber Worker

Sailmaker

Sheetmetal Mechanic

Sheetmetal Mechanic (Aircraft)

Shipfitter

Shipwright

Test Mechanic (Experimental Aircraft Engines)

Test Mechanic (Experimental Aircraft Structures)

Test Mechanic (Experimental Air Crew Survival Equipment)

Test Mechanic (Experimental Mechanical Equipment)

Tool and Cutter Grinder (Toolroom Mechanic)

Toolmaker

Tool Room Mechanic

Welder

Wharfbuilder

Woodcraftsman

REVISED TRADE TITLES

Antenna Mechanic

Boiler Plant Operator

Explosives Operator

Electronics Mechanic

Fabric Worker

Sheet Metal Mechanic

Aircraft Engine Mechanic

Equipment Mechanic

Tool and Cutter Grinder

Toolroom Mechanic

Wood Craftsman

A P P E N D I X

GOVERNMENT OF GUAM
OFFICE OF THE GOVERNOR
AGANA, GUAM

EXECUTIVE ORDER NO. 72-11

TRAINING ADVISORY COUNCIL

WHEREAS, Section 4004 and 4007 of the Government Code of Guam authorizes the Director of Administration to adopt and provide personnel rules and regulations pertaining to the development of employee training; and

WHEREAS, pursuant to Section 54155 of the Government Code of Guam, a Training and Development Division was created and approved by the Governor on August 26, 1969, for the sole purpose of planning, conducting and implementing an effective employee training program; and

WHEREAS, the Department of Administration has been designated as the administering agency under the provisions of the Intergovernmental Personnel Act (IPA); and

WHEREAS, under the Intergovernmental Personnel Act (IPA), as a condition for the granting and receipt of Federal assistance, a Training Advisory Council shall be established to assist the Director of Administration to assure intergovernmental coordination of various training programs.

NOW, THEREFORE, I, CARLOS G. CAMACHO, Governor of Guam, by virtue of the authority vested in me by the Organic Act of Guam, do hereby order as follows:

1. Executive Director, Civil Service Commission
2. Director of Public Works
3. Director of Revenue and Taxation

4. Special Assistant to the Governor for Manpower Resources
5. Director of Public Safety

The primary function of the Council shall be to advise and assist the Director of Administration in matters relating to employee development and training. Functions shall include but not limited to the following:

1. Process needs assessment study and establish priority training programs.
2. Formulate training programs to meet the needs identified in the needs assessment study.
3. Recommend and establish both short and long range training programs.
4. Develop recommendations for interdepartmental training programs and assist in the coordinated execution of these programs.
5. Provide coordination of total training effort among departments to insure maximum utilization of training facilities.
6. Evaluate results accomplished in developing and training employees.

DATED this 17th day of April, 1972, at Agana, Guam.

/s/
CARLOS G. CAMACHO
Governor of Guam

COUNTERSIGNED:

/s/
KURT S. MOYLAN
Lieutenant Governor

IPA PROJECT/TRAINING APPLICATION FORM

TITLE (Not Mandatory):

NATURE AND DESCRIPTION OF PROJECT:

EXPECTED RESULTS:

NUMBER AND TYPES OF EMPLOYEES TO BENEFIT FROM PROJECT/TRAINING.
(VIEW PROJECT/TRAINING ON A GOVERNMENT-WIDE APPLICABILITY RATHER THAN
INDIVIDUAL DEPARTMENT/AGENCY.)

DEPARTMENT/AGENCY

DEPARTMENT HEAD'S SIGNATURE

TRAINING APPLICATION
GOVERNMENT OF GUAM

INSTRUCTION TO APPLICANT: Any training and education funded by the Government of Guam is to be recorded and approved on this form prior to commencement of training. Submit all copies through your Supervisor, Training Liaison Officer, Department Head, and to Personnel Services Division of the Department of Administration. When the application is acted upon, one copy will be returned to you; and upon successful completion of course, a copy will be placed on your Official Personnel Jacket. Applicant requesting specialized training must submit request with all necessary documents to Personnel Services Division 2-3 months prior to commencement of training.

PLEASE PRINT OR TYPE

NAME: Last, First Middle	SS/OD#	Office/Home Phone	Length of Gov't Service Year(s) ___ Month(s) ___
Functional Title or Position	Type of Applicant: Classified..... ___ Unclassified..... ___ Full-Time..... ___ Part-Time..... ___	Education (Circle One) High School 1 2 3 4 GEO Collage 1 2 3 4 Degree _____	
Department or Agency/Division	Training Requested	Length of Training (Months, Semesters) Full-Time ___ Part-Time ___	
Name & Location of Training Facility	Names & Dates of Course(s)		
List, chronologically, all training received under Government of Guam sponsorship; add any other training received which is related to training applied for. If more space is needed use separate sheet of paper.			

SERVICE OBLIGATION
(IN-SERVICE TRAINING ONLY)

This Agreement is required for any training conducted for a period of one month or more.

I agree that upon return to duty following completion of training, I will continue serving the Government of Guam for a period of ___ years ___ months to expire on _____, 19__.

I agree to reimburse the Government of Guam for all tuition, course and related fees, travel, per diem, fringe benefits and other expenses (excluding salary) paid in connection with this training, if I fail to complete the training.

I agree to reimburse the Government of Guam for tuition, course and related fees, travel, per diem, fringe benefits and other expenses (excluding salary) paid in connection with this training, if I voluntarily leave the Government before completing the obligated period of service.

I understand that any amounts which may become due to the Government of Guam as a result of my failure to meet the terms of the agreement may be withheld from any monies owed to me by the Government, or may be recovered by other methods as provided by law and government policies governing such training.

I agree to abide by all policies and requirements of the program.

Employee's Name and Signature Date

I certify that the training requested is in the best interest of the Government, and is in accordance with the Government of Guam Personnel Rules and Regulations.

Dept/Agency Training Liaison Officer's Name and Signature

Supervisor's Name and Signature

Dept/Agency Head's Name and Signature / Date

CERTIFIED FUNDS AVAILABLE:
Allotment Acct. No. _____
Amount \$ _____

Certifying Officer's Name & Signature / Date

FOR IN-SERVICE TRAINING REQUEST ONLY	
RECOMMEND	APPROVAL ___ DISAPPROVAL ___
_____ Director of Administration Date	
___ APPROVED ___ DISAPPROVED	
_____ Governor of Guam Date	

Public Law 13-164
Thirteenth Guam Legislature
(Bill 341)

AN ACT

An Act to add a new Chapter XVI to Title XII of the Government Codes of Guam to establish within the Government of Guam an Apprentice Training Program.

Be it enacted by the People of the Territory of Guam:

Section 1. Chapter XVI is hereby added to Title XII of the Government Code of Guam to read as follows:

“CHAPTER XVI

Apprentice Training

Section 11999.1. Apprentice Training Program. There is established within the Government of Guam an apprentice training program for the purpose of developing highly skilled journeymen thoroughly and broadly qualified in their trades and to provide a potential source of key employees and supervisors.

Section 11999.2. Definition. For purposes of this act an apprenticeship program shall mean a comprehensive training program designed to equip the apprentice to perform all duties in a recognized skilled craft or trade at the journeyman level. This training shall consist of practical experience supplemented by related instruction in basic theories and their application to the particular trade. The basic concepts and theories must be broad enough to provide the apprentice with the knowledge required to grasp new technology. Job experience and demonstrated performance in all elements of the craft supplemented by related instruction must be completed satisfactorily before an individual may be considered a qualified skilled worker or journeyman.

Section 11999.3. Apprentlicable Trades or Crafts. Apprentlicable trades or crafts are those registered with the U. S. Department of Labor, Bureau of Apprenticeship and Training. Those that are not registered may be apprenticed upon approval by the employing department. Apprenticeships shall not be established for occupations requiring primarily the operation of equipment.

Section 11999.4. Apprentice Program Administrator. There is hereby established within the Department of Administration an Apprentice Program Administrator who shall be responsible in administering the apprenticeship program. He shall advise and assist line management in the development, organization and administration of the apprenticeship program. He shall work closely with heads of shops in the preparation of training materials, planning of training schedules, assuring adequate instruction the shops and in coordinating the work experience and related training phases of the program. He shall have direct supervision of classroom instruction and shall be responsible for the maintenance of apprentice training standards, for maintenance and review of apprentice records, administration of apprentice advancements and graduation, and submission of reports. In addition, the Apprentice Program Administrator shall be responsible for promoting the general welfare of apprentices. This position shall be allocated Pay Range 31.

Section 11999.5. Requirements for Trade Theory Instructors. Trade Theory Instructors must have qualifying experience as an instructor or have demonstrated proficiency and have extensive knowledge in the trade he is to teach.

Section 11999.6. Trade Training Plans. A well organized, effectively coordinated work experience and related training plan is necessary to accomplish the established objectives of apprentice training. The trade training plan for each trade will include schedules of required work experience and related training for each year of apprenticeship.

Section 11999.7. Employment of Apprentices. The Government of Guam policies and regulations regarding appointment, termination, probationary period, leave and hours of work are the same for apprentices as for other employees. Successful completion of an apprenticeship shall not be dependent upon the length of time required in training but by the demonstration of successful performance of all major occupational elements of the target journeyman position.

Section 11999.8. Advancement to Journeyman. As soon as practicable, and in any event within 90 days after an apprentice has completed all requirements of his apprenticeship, action should be taken to promote him to journeyman if there is an available vacancy within that time. To assure maximum placement of graduate apprentices and to protect the government's investment in apprentice training, departments and agencies should reserve journeyman vacancies where feasible or provide additional positions for their journeyman needs.

Section 11999.9. Rules and Regulations. The Governor of Guam shall promulgate such rules and regulations he may deem necessary to implement the intent and purposes of this act."

Approved July 13, 1976.

APPRENTICEABLE OCCUPATIONS

AN OCCUPATION RECOGNIZED AS APPRENTICEABLE BY THE BUREAU OF APPRENTICESHIP AND TRAINING IS ONE WHICH:

1. IS LEARNED THROUGH EXPERIENCE AND TRAINING ON THE JOB, SUPPLEMENTED BY RELATED TECHNICAL INSTRUCTION.
2. INVOLVES MANUAL, MECHANICAL, OR TECHNICAL SKILLS AND KNOWLEDGE REQUIRING A MINIMUM OF 2,000 HOURS OF WORK EXPERIENCE PLUS RELATED INSTRUCTION.
3. IS PRACTICED INDUSTRY-WIDE AS AN IDENTIFIABLE AND DISTINCT TRADE.
4. INVOLVES THE DEVELOPMENT OF SKILLS BROAD ENOUGH TO BE APPLICABLE THROUGHOUT AN INDUSTRY.
5. DOES NOT FALL PRIMARILY INTO ANY ONE OF THE FOLLOWING CATEGORIES: (A) SELLING, (B) MANAGERIAL, (C) CLERICAL, OR (D) PROFESSIONAL.

A P P R E N T I C E S H I P S T A N D A R D S

for

CARPENTER

ELECTRICIAN (WIREMAN)

PAINTER (CONSTRUCTION)

PLUMBER

SHEETMETAL WORKER

REFRIGERATION MECHANIC (PIPEFITTER)

BRICKLAYER - MASON - CEMENT FINISHER

TILE SETTER (CERAMIC)

AUTOMOTIVE MECHANIC (HEAVY DUTY EQUIPMENT)

EQUIPMENT BODY REPAIRMAN (CONSTRUCTION RELATED)

MACHINIST

IRON WORKER (REINFORCING)

HEAVY EQUIPMENT OPERATOR

F O R E W A R D

These apprenticeship standards have been developed by the Apprenticeship Development Committee of Guam in cooperation with the Guam Contractors' Association for the purpose of developing competent journeymen, in the trades herein mentioned through the apprenticeship method of training. These apprenticeship standards are based on the recommendation of the basic criteria as authorized by the Federal Committee of apprenticeship, and set forth the policy under which the apprenticeship training will be conducted by subscribing employers. This apprenticeship system shall be supervised by the Apprenticeship Development Committee, appointed by the Governor of Guam as per his Executive Order 64-8 dated May 27, 1964.

Administrator: Alfred F. Sablan, Apprenticeship & Training Division,
Guam Department of Labor & Industrial Relations.

Consultant: Bernard P. Ney, Representative Bureau of Apprenticeship
& Training, United States Department of Labor.

GOVERNMENT OF GUAM
AGANA, GUAM

APPRENTICE TRAINING PROGRAM

THIS AGREEMENT, made and entered into by and between the Government of Guam, hereinafter referred to as the "GOVERNMENT" and _____, hereinafter referred to as the "EMPLOYEE".

WITNESSETH

WHEREAS, the Government is represented by both the Apprentice Training Program, and the employing department; and

WHEREAS, the Employee is at the time employed in the Division of _____, Department of _____, Government of Guam; and

WHEREAS, the Government has arranged for the Employee to undergo Apprentice Training Program at _____, for a period of _____, from October 2, 1978 to _____.

NOW, THEREFORE, in consideration of the foregoing and in consideration of the following mutual and dependent terms and stipulations, it is hereby agreed that:

1. The Employee shall retain his employment status while undergoing training; and shall continuously receive his regular salary and other fringe benefits; such as, retirement, workmen's compensation, annual and sick leaves, hospital and life insurance, etc..

2. The Employee shall be prohibited from part-time employment while undergoing training unless authorized by the Governor, upon the recommendation of the Director of Administration.
3. If an Employee terminated or is dismissed from the Apprenticeship Training Program for Cause (Adverse Action), he shall reimburse the Government for all expenses incurred (excluding salary) during the apprenticeship attendance.
4. If Employee terminated because of physical disability as certified by a physician, not discharged for Cause (Adverse Action), or failed to meet satisfactorily the apprentice program requirements, he shall not be obligated to repay expenses incurred as provided for in Paragraph 3 above.
5. Upon completion of the Apprenticeship Training Program, Employee shall report to work on the first Monday following.
6. One month following the completion of the Apprenticeship Training Program, Employee shall within thirty (30) days submit a report covering his present status of employment to the Department of Administration's Apprenticeship Administrator.
7. A Service obligation of 2 years for every 1 year of training shall be incurred by the Employee undergoing training. Any fraction thereof shall be computed on a pro-rated basis. This service obligation shall be served with the respective department or agency before requesting for a transfer to another department or agency.
8. The Employee shall be subject to all terms and conditions of the Apprenticeship Training Program.

9. If Employee received two unsatisfactory grades during an apprenticeship year, he is subject to be dropped from the Program.

IN WITNESS WHEREOF, the parties hereto have executed their Apprentice Training Agreement on the dates indicated by their respective names.

CERTIFIED FUNDS AVAILABLE:

GOVERNMENT OF GUAM:

Controller of Department/Agency

Date: _____

FRANK G. BLAZ, Director
Department of Administration

Date: _____

APPROVED AS TO FORM:

Attorney General

Date: _____

Director of Department/Agency

Date: _____

Employee

Date: _____

APPROVED:

PAUL M. CALVO
Governor of Guam

Date

APPLICATION FOR EMPLOYMENT

DEPARTMENT OF ADMINISTRATION
GOVERNMENT OF GUAM
AGANA

INSTRUCTIONS: Please fill in by typewriter or print in ink. Give full and complete information throughout. Your failure to do so may result in your being denied admission to an examination for which you are eligible. The information given must be true and correct; false statements are cause for rejection of application or removal from Government of Guam employment.

NOTICE: To be sure all notices are addressed correctly, you must keep the Personnel Office informed of any change of address. All notices will be sent by U.S. Mail. Be sure to check your mail regularly. Exception will not be made if you fail to receive a notice that was properly mailed to you. Address all communications to Department of Administration, Government of Guam, Agana, Guam 96910.

DO NOT WRITE IN THIS SPACE

1. POSITION APPLIED FOR _____ DATE: _____ Month, Day, Year

2. NAME _____ EDUCATION _____ TELEPHONE _____

3. MAILING ADDRESS _____ CITY _____ STATE _____ ZIP _____

4. HOME PHONE NO. _____ OFFICE PHONE NO. _____ SOCIAL SECURITY NUMBER _____ TITLE AND POSITION OF THE OPENING IS? _____

5. HAVE YOU ANY OTHER EMPLOYMENT OFFERS? _____

6. COLLEGE COURSES ATTENDED: COLLEGE _____ DEGREE RECEIVED _____
 FIELD OF STUDY _____

7. NAME AND LOCATION OF COLLEGE OR UNIVERSITY	8. DATES ATTENDED		9. NO. OF CREDIT HRS. COMPLETED	10. DEGREE(S) RECEIVED FIELD
	FROM	TO		

11. MAJOR UNDERGRADUATE COLLEGE COURSES	12. HRS.		13. MAJOR GRADUATE COLLEGE COURSES	14. HRS.	
	S.	Q.		S.	Q.

15. List all other pertinent information, such as military service, foreign travel, etc., with dates, grades, etc.

16. STATE OF GUAM EMPLOYMENT: YES NO
 17. FEDERAL GOVERNMENT EMPLOYMENT: YES NO
 18. STATE GOVERNMENT EMPLOYMENT: YES NO
 19. OTHER GOVERNMENT EMPLOYMENT: YES NO
 20. DATE _____

21. Have you, within the last ten years, been employed by the United States or the Government of Guam on a separate sheet attached to this application, listing the names of persons and dates of membership in labor organizations or activities.	YES	NO
22. Do you have any relatives who are employed by the Government of Guam?		
23. Have you ever been arrested or convicted of a crime?		
24. Have you ever been hospitalized for mental illness or other condition which might affect your ability to perform the duties of the position for which you are applying?		

E. DATES OF EMPLOYMENT (Month-Year) FROM _____ TO _____	NAME AND ADDRESS OF EMPLOYER	SALARY	
		START _____ PER _____	
		LAST _____ PER _____	

NAME AND TITLE OF IMMEDIATE SUPERVISOR	EXACT TITLE OF YOUR POSITION
--	------------------------------

TYPE OF BUSINESS (Manufacturing, Selling, etc.)	REASON FOR LEAVING
---	--------------------

DESCRIBE IN DETAIL THE DUTIES THAT YOU PERFORMED

F. DATES OF EMPLOYMENT (Month-Year) FROM _____ TO _____	NAME AND ADDRESS OF EMPLOYER	SALARY	
		START _____ PER _____	
		LAST _____ PER _____	

NAME AND TITLE OF IMMEDIATE SUPERVISOR	EXACT TITLE OF YOUR POSITION
--	------------------------------

TYPE OF BUSINESS (Manufacturing, Selling, etc.)	REASON FOR LEAVING
---	--------------------

DESCRIBE IN DETAIL THE DUTIES THAT YOU PERFORMED

G. DATES OF EMPLOYMENT (Month-Year) FROM _____ TO _____	NAME AND ADDRESS OF EMPLOYER	SALARY	
		START _____ PER _____	
		LAST _____ PER _____	

NAME AND TITLE OF IMMEDIATE SUPERVISOR	EXACT TITLE OF YOUR POSITION
--	------------------------------

TYPE OF BUSINESS (Manufacturing, Selling, etc.)	REASON FOR LEAVING
---	--------------------

DESCRIBE IN DETAIL THE DUTIES THAT YOU PERFORMED

H. DATES OF EMPLOYMENT (Month-Year) FROM _____ TO _____	NAME AND ADDRESS OF EMPLOYER	SALARY	
		START _____ PER _____	
		LAST _____ PER _____	

NAME AND TITLE OF IMMEDIATE SUPERVISOR	EXACT TITLE OF YOUR POSITION
--	------------------------------

TYPE OF BUSINESS (Manufacturing, Selling, etc.)	REASON FOR LEAVING
---	--------------------

DESCRIBE IN DETAIL THE DUTIES THAT YOU PERFORMED

INDIVIDUAL DEVELOPMENT PLAN

APPENDIX I	1) NAME: CRUZ, Joseph	2) POSITION TITLE: Employee Development Specialist IV	3) ORGANIZATION: Department of Administration Personnel Services Division
	4) SPECIFIC DEVELOPMENT DESIRED: Ability to evaluate a course by measuring the change in behavior on the job after completion of training. Knowledge of government labor relations (required of all professionals). Knowledge of EEO counseling procedures (as EEO Counselor). Keep current on state-or-the-art in employee development.	5) TRAINING or DEVELOPMENT (Title, Cost, Hours, Source) Detail to Training Leadership for 30-60 days. <u>Labor Relations for Supervisors and Managers</u> ; \$125; 40 hours. Basic EEO Counseling, most, 24 hours. Read EEO Guidelines/directives. <u>Advanced Employee Development</u> ; \$25; 16 hours. Attend 3 training Council meetings.	6) EVALUATION AFTER TRAINING:
SUPERVISOR'S SIGNATURE:		DATE:	EMPLOYEE'S SIGNATURE: DATE:

INDIVIDUAL DEVELOPMENT PLAN

1) NAME: CRUZ, Josephine	2) POSITION TITLE: Administrative Assistant	3) ORGANIZATION: Personnel Services Div. - DOA Area Office
4) SPECIFIC DEVELOPMENT DESIRED:	5) TRAINING or DEVELOPMENT ASSG. (Title, Cost, Source, Hours)	6) EVALUATION AFTER TRAINING:
<p>a) Must be able to set up a file system. (Office system needs to be re-designed.)</p> <p>b) Edit drafts of letters and reports.</p> <p>c) As EEO counselor, must counsel employees alleging descrimination.</p>	<p>GSA course on filing; 8 hours; no cost. OJT with specialist in admin. office. Read administration manual.</p> <p>Workshop in Effective English Expression. 32 hours; \$115.</p> <p>Basic Equal Employment Opportunity Counseling; 24 hours; \$100.</p>	<p>Harry now knows how complaints are processed from beginning to end, is able to perform his counseling duties, and is able to direct employees to other areas if discrimination is not involved.</p>
SUPERVISOR'S SIGNATURE:	DATE:	EMPLOYEE'S SIGNATURE:
		DATE:

PERFORMANCE STANDARDS

APPENDIX J

POSITION: Administrator, Personnel Services Division
Role 1: Learning Specialist

<u>TASK</u>	<u>MEASURE</u>	<u>STANDARD</u>
A. Plans, develop, administer, selects and utilizes varied, and the most appropriate content and instructional methods in designing and delivering training, which includes a knowledge and demonstration of training methodology, classroom management techniques, complexities of groups, learning situations in the classroom, and like.	Course evaluation. Peer and supervisory assessment. Achievement of instructional objectives	On an average, no more than 10% of course evaluations will fall below a "Very Good" rating. Only occasional need for major change indicated. In-depth course evaluations are completed as scheduled in the MOR Plan for the current year.
B. Identifies and evaluates outside resources for potential use and evaluates actual performance.	Review of course director's report and evaluations. Review of reported program director's personal observation.	On an average, no more than 10% of course evaluations will fall below a "Very Good" rating. With rare exceptions, choices are successful.
C. Develops, designs, revises or evaluates courses as necessary.	Courses developed, designed, revised or evaluated.	Minimum of one major course evaluation, design, revision or development per fiscal year.
D. Establishes with supervisor, and maintains an individual development plan to assure currency on the "state-of-the-art" and the Division's curriculum.	Existence of IDP.	Completed by annual deadline.
E. Deals diplomatically with agency officials and participants.	Feedback from agencies.	No justifiable complaints.

Role 2: Consultant in the Specialized Subject-Matter of the Division's Curriculum

<u>TASK</u>	<u>MEASURE</u>	<u>STANDARD</u>
A. Responds to agency official's training inquiries and problems by re-searching same and determining if the inquiries or problems can be solved by training or other means; offers carefully defined and sound alternatives.	Spot-check of client satisfaction made by Director.	No justifiable complaints.
B. Maintains contacts with Office of Personnel Management officials and officials outside the department to assess problems and needs under the IPA Grant and General Training needs.	Follow-up Director unsolicited feedback from outside the department.	No. justifiable complaints.

Role 3: Program Manager

A. Provides budget, program planning and reprogramming inputs to Director for assigned training programs.	Data provided.	Timely, accurate and complete so that data is useable without rework.
B. Provides Director of Administration data in response to call for manpower planning.	Data provided.	Timely, accurate and complete so that data is useable without rework.
C. Conforms to office policy and sound personnel practice in matters concerning immediate supervision of Training Division employees and normal day-to-day work requirements.	Review of progress toward achieving Division objectives. Review of any personnel problems arising. Assessment of both of the above made by Director.	Acceptable performance.

GENERAL

A. Conforms to office policy in day-to-day work requirements and all administrative matters.	Director's review and evaluation.	No unexplainable deviations.
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OCCUPATIONAL TRAINING PLAN

ORGANIZATION: Department of Administration, Personnel Services
Division

OCCUPATION: Administrator, Personnel Services Division

1. Major Functions:

- A. Function as Administrator, Personnel Services Division
- B. Consult in Subject Matter
- C. Manage Local and Federal Programs

2. Function A -- Function as Administrator, Personnel Services
Division

	OJT	FORMAL	DETAIL	SPECIAL ASSIGN.	OTHER
Operate AV equipment	x				
Determine training needs	x	x	x		
Write objectives	x	x			
Develop content	x	x			
Develop methodology	x	x			
Evaluate course learning	x	x			
Evaluate post-course learning	x	x	x	x	
Meet and deal with consultants	x				
Meet and deal with agency officials	x				
Supervise staff	x	x			
How to determine needs	x	x	x	x	
How to write objectives	x	x			
Instructional methodology	x	x		x	x
How to evaluate a course	x	x	x		
Teaching techniques	x	x			x
Supervision principles	x	x			
Contracting procedures	x				
Administrative procedures	x				
Cost-pricing techniques	x				
Analytical ability	x	x			

LIST OF KNOWLEDGE, SKILLS AND ABILITIES

The Personnel Specialist at the full performance level must be able to do the following:

PERSONNEL MANAGEMENT:

1. Define the role and place of personnel management within agency management.
2. Describe the interrelatedness of the following major components of a total personnel management system:
 - a) Position and Pay Management
 - b) Recruitment, Selection, Placement
 - c) Employee Development
 - d) Employee Relations
 - e) Equal Employment Opportunity
 - f) Government Labor Relations
3. Apply expert knowledge in at least one of the six functions listed in 2 above.
4. Identify and describe in detail the major policies, practices, principles, and terminology related to:
 - a) Position and Pay Management
 - b) Recruitment, Selection, Placement
5. Identify and describe generally the basic principles and terminology related to:
 - a) Employee Development
 - b) Employee Relations
 - c) Equal Employment Opportunity
 - d) Government Labor Relations
6. Discuss current areas of special emphasis in Government of Guam personnel management.
7. Identify current behavioral science concepts that apply to personnel management (e.g., leadership effectiveness, motivation, group dynamics, counseling).
8. Explain and interpret Personnel Rules and Regulations, and applicable codes in the Government of Guam code.
9. Explain CSC organization and function in the Government of Guam.
10. Provide a general description of agency personnel office operations and their relationship to CSC.

GENERAL ABILITIES:

1. Analytical ability.
 - Finds more efficient and effective ways to conduct program operations.
 - Effectively evaluates and constructively comments on program proposals made by other.
2. Problem-solving ability.
3. Ability to apply effective oral communication skills.
 - Uses effective briefing techniques.
 - Provides on-the-job training to others.
4. Ability to apply effective written communication skills.
 - Prepares clear, concise written products.
5. Ability to plan and organize work.
 - Sets objectives and establishes priorities.
 - Prepares and conducts conferences.
 - Meets deadlines.
6. Ability to meet and deal with a wide variety of publics.
7. Ability to interpret written instructions and regulations.
8. Ability to deal effectively with other staff members and management officials.
 - Works well as a team member.
9. Ability to work well under pressure.
10. Ability to work independently.
11. Ability to evaluate his/her own job performance against standards.
 - Recommends input to own IDP.

