THE ORDNANCE CORPS
TRAINING WITH INDUSTRY PROGRAM

STUDENT HANDBOOK

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Fort Lee, Virginia 23801
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Training with Industry (TWI)  
Student Handbook  

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Welcome to the Training with Industry (TWI) Program. The TWI Program was initiated in the 1970s in response to the Army’s critical need for Officers, Warrant Officers, and Non-Commissioned Officers with state-of-the-art skills in industrial practices and procedures not available through military or civil education programs. The first students participated exclusively in programs which supported the development of material acquisition and logistics management related skills. Today the TWI Program has evolved to include training programs which support marketing, public affairs, artificial intelligence, physical security, finance, maintenance, welding, management, and logistics.

The Army’s main objective in sponsoring the TWI Program is to develop a group of Soldiers experienced in higher level managerial, maintenance, and logistic techniques and who have an understanding of the relationship of their industry as it relates to specific functions of the Army. Once the TWI student is integrated back into an Army organization, they will be assigned to a TWI coded position within the generating or operating force to utilize their TWI experience to build and sustain readiness and improve the Army’s training focus and its interaction with civilian businesses and industries. Participants may also be exposed to innovative industrial management practices, techniques, procedures, etc., which have applicability to, and benefit for, the Army.

There are a number of key organizations which play vital roles in executing the TWI Program; the U.S. Army Human Resources Command (HRC), the Ordnance Personnel Development Office (PDO), your industry, and the Student Detachment to which you will be assigned. Your success in the program, however, rests with your professional conduct while in the program and the reputation/relationship you develop with these organizations. To guide you down the path to success, HRC and the Ordnance Branch has developed this TWI Instruction Booklet tailored for Ordnance TWI participants. This booklet briefly addresses responsibilities, policies and procedures. It is not meant to be all inclusive, and your PDO and industry may provide you more detailed guidance on their requirements. No document can cover everything, so when in doubt, ask!
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RESPONSIBILITIES

1. **U.S. Army Human Resources Command (HRC):** Serves as the overall administrative coordinator for the Army. Establishes TWI personnel policies and procedures. Maintains the Army Education Requirements System (AERS) data base and distributes TWI Quotas. Nominates and selects Soldiers to participate in TWI. Administers/controls training funds. Initiates requests for gratuitous agreements. Determines follow-on assignments. Serves as the reviewer for TWI participants on all Academic Evaluation Reports generated by the industry.

2. **PERSONNEL DEVELOPMENT OFFICE (PDO):** Serves as the training coordinator for the different Army Branches, and liaison between industry, the TWI student, and HRC. Initiates the establishment, and controls the execution of the student’s training program through validation of field requirement, development of training objectives, general learning outcomes, and training plans, reviews training reports and travel plans and validation of training.

3. **HOST COMMERCIAL COMPANY:** Develops training objectives, training plans, and travel plans in coordination with the Chief of Ordnance. Fulfills obligations under the gratuitous agreement to include the completion of the Academic Evaluation Report.

4. **STUDENT DETACHMENT:** Responsible for the command and control, personnel administration and pay related matters of all assigned TWI students including issues concerning TRICARE.

5. **TWI STUDENT:**
   a. Acts in accordance with the Joint Ethics Regulation (JER) (DOD 5500.7-R).
   b. Meets or exceeds general learning outcomes and established training objectives.
   c. Submits required reports.
   d. Monitors completion and submission of the Civilian Institution Academic Evaluation Report (DA Form 1059-1).
   e. Establishes an on-site continuity book.
   f. Uphold all standards of military service to include understanding and complying with all Student Detachment policies and procedures.
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STANDARDS OF CONDUCT

1. First and foremost, you represent the United States Army and are expected to embody its essential characteristics: Trust, Honorable Service, Military Expertise, Stewardship, and Esprit de Corps. As members of the Army Profession your actions must create and strengthen the Army culture of Trust. It is your responsibility to understand your inherent relationship with the Army Ethic, the heart of the Army Profession, inspiring and motivating our shared identity as trusted Army professionals. As you serve in this strategic broadening opportunity there can be no wavering from our ethic.

2. You will remain subject to the administrative control of the Army while stationed with the industry and therefore are required to maintain yourself IAW applicable Army regulations, pamphlets, policies, etc. You are not expected to merely act as a spectator, but to perform assigned tasks in a manner acceptable to the industry and the highest ethical standards of the United States Army. Maximize every opportunity to involve yourself within the organization as you progress.

3. All industries participating in this program require a formal contract (Gratuitous Agreement) with the Army. This action should have been taken by the U.S. Army Human Resources Command (HRC) prior to your reporting for training. In the event you are requested to sign an additional contract, agreement, or liability release for any reason, forward the document to the HRC POC, so that an appropriate review can be made. Do not sign any documents of this nature without prior written approval from HRC.

4. TWI students should not work on any project dealing directly with an Army specific contract or a pending Army procurement action. If a compelling reason exists for an exception to this policy, the TWI student must obtain written approval from the Industry, Contracting Officer, and Government Program Manager responsible for the program, contract, or proposal involved. The student is responsible for maintaining this document and produce it if/when asked for.

5. The industries affiliated with the Army in this program have been carefully selected and generally are among the leaders in their specific fields. Participation in the program on their part is purely voluntary and their continuing good will is important. As an Army representative you must work to foster good working relationships. At the same time, keep in perspective your responsibilities to the industry and to the United States Government.

6. In meeting your responsibilities and obligations to the US Government, you must understand and comply with provisions of the Joint Ethics Regulation (JER)(DOD 5500.7-R). If you find you have questions as to what action is appropriate in a given situation, contact your PDO Project Manager/CMF Career Manager or Mr. Joel Strout at joel.d.strout.civ@mail.mil.

DON'T PUT YOUR CAREER AT RISK BECAUSE YOU FAILED TO ASK!!!!!
1. The Army encourages writing in a wide variety of military and civilian publications. However, DoD and Army policies require a review and release approval process for such writing. These requirements are not intended to censor or inhibit freedom of expression. Instead, they are designed to prevent the accidental release of classified information and to ensure that Army policies are accurately portrayed even if an author disagrees with those policies in his writings. Review requirement applies to writings, speeches, as well as, presentations at conferences and other public meetings.

2. Material requiring prior clearance covers a wide range of subjects generally related to DoD, national security and foreign policy. While it may not be required in every case (a topic that has absolutely no relationship to the U.S. Government), it is prudent to consult with the local or supporting public affairs officer when there is doubt.

3. Writing prepared by Army members (both military and civilian) as part of a person’s official duties is not entitled to copyright protection. If a potential publisher asks for an assignment of the copyright, the author should inform the publisher that no copyright is available. Properly cleared material is in the public domain and may be copied or distributed by anyone.

4. Additionally, be advised that any requests for media interviews should be first coordinated through your PDO and approved by local public affairs channels.

5. The procedures described above are covered in AR 360-1, The Army Public Affairs Program.

6. If you cannot locate a local Public Affairs Office, please contact the PDO or Mr. Joel Strout at joel.d.strout.civ@mail.mil.
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ON-SITE CONTINUITY BOOK

1. As a participant in the Training with Industry Program, you are required to maintain a continuity book for the Soldier who will replace you at your particular industry. While there are many items in the continuity book that will be specific for your industry only, there are common ingredients that should be included in all continuity books. Please contact your PDO for additional documents/information to be added to your continuity book.

a. **Items for inclusion:**

   (1) A copy of the training plan you worked under, including any suggested changes.

   (2) A copy of all travel plans you submitted during the training period.

   (3) All POCs within the industry.

   (4) A copy of all the training reports you submitted during the training period, including the final training report. Training report requirements are located in Annex A. Your PDO will tell you of any additional items you may need to include that are specific for your training.

b. **Items that may be included for the Soldier's personal use include (but not limited to) the following:**

   (1) Location of any health care facilities that accept TRICARE.

   (2) Location of nearest Exchange facilities (e.g. PX, Commissary, etc.).

   (3) Availability of suitable housing.

   (4) Nearest dependent schools.
1. **RANK/LAST/FIRST/MI:**

2. **HOME ADDRESS:**

3. **TWI HOME ADDRESS:**

4. **HOME PHONE:**

5. **CELL PHONE:**

6. **E-MAIL ADDRESS:**

7. **INDUSTRY NAME:**

8. **INDUSTRY ADDRESS:**

9. **INDUSTRY POC:**

10. **INDUSTRY POC WORK PHONE:**

11. **INDUSTRY POC E-MAIL:**

12. **NOTES/REMARKS:**

**Fill out and return to your PDO/CMF Career Manager within first 30 days**
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TRAINING PLAN

1. The Ordnance Branch has selected your TWI Industry based on the direct link between the industry's organization/activities and the special skills and experience needed for your follow on assignment. The Ordnance School has established training objectives for its TWI requirements and specified General Learning Outcomes (GLO) for each individual follow on assignment. With this in mind, the PDO has determined that your assigned industry can best provide the required training/environment. Subsequently, your training program should be a detailed outline of how the desired training objectives and GLOs will be accomplished by the industry and you. The TWI Training Plan will be submitted to your PDO within 30 days of reporting to your industry.

a. The specific format for your TWI Training Plan is as follows:

(1) Objectives - Include objectives for the entire period.

(2) Plan - Should list and give dates chronologically of scheduled activities to be conducted in support of training objectives and GLOs, include any trips necessary to accomplish training.

(3) Self-Study Program - Program developed by the participant to supplement the normal training program. The purpose of the program is to enhance your military and professional knowledge/experience. Information given under this section of the program should be listed in terms of objectives. The level of study should be equal to that of graduate level college work. Students should take advantage of courses offered by the industry; however, the U.S. Army Human Resources Command (HRC) cannot fund these courses. Funding for these courses are available through the Tuition Assistance Program (AR 621-5 (Army Continuing Education System), Chapter 5-7, paragraph (g)). For information about tuition assistance contact HRC at (502) 613-8624. Additionally, study materials are available from the firm's library, local colleges, trade publications, and trade or management organizations.
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GENERAL LEARNING OUTCOMES  

1. **Objective.** The general learning outcomes (GLOs) contained in this document are statements of essential knowledge, skills, and attributes to be acquired and developed through training, education, and experience at each level along Ordnance Officer, Warrant Officer, and Non-commissioned Officers Training With Industry (TWI) learning continuum. GLOs assist industry partners and individuals to focus learning activities on developing Ordnance Leaders with the 21st Century Competencies and Attributes described in The Army Learning Model (Appendix C, TRADOC Pamphlet 525-8-2, 2011).  

   The GLOs are a guide for producing the more detailed roadmap of tasks and objectives within a course and are essential to preparing you for follow-on assignments. TWI participants should use GLOs to help shape learning activities and outcomes across all three domains: institutional, operational, and self-development. Every TWI experience should map to at least one GLO. If not, the proponent for that course should reconsider the necessity of that learning outcome or inform the ALCC Working Group of a gap in GLOs at that level in the cohort’s career continuum.  

2. These GLOs are not specific to one Cohort. All three Cohorts can take the following descriptions and develop a learning outcome plan that will meet the intended objective upon the successful completion of the TWI tour.  

   These GLOs are subject to change with supporting directives and the operational environment. The Ordnance School Regimental Staff will review and periodically revise the GLOs to ensure relevance, integration, and continuing utility for industry partners, schools, supervisors, and individuals. Please provide feedback and suggested edits via email to the Ordnance Proponent Office at:  

   [Ask the Chief](mailto:Ask the Chief)
a. **Training Developer**: General Duties and Responsibilities: Serves as a Training Developer for the Training Development Directorate, Ordnance Division, Officer Leader Development Branch, Combined Arms Support Command. Researches and provides advice/guidance to field units, MACOMs, CASCOM staff elements and Ordnance School on matters related to maintenance and training doctrine. Responsible for the analysis, design, development, implementation and evaluation of Course Administrative Data, Programs of Instruction, and associated Lesson Plans for the 948B (Insert MOS here) Electronic Systems Maintenance Warrant Officer Basic and Advanced Courses. Develops, reviews and revises Course Management Plans, Individual Training Plans and Individual Student Assessment Plans. Evaluates and processes information from school elements and field units to develop materials that meet Army’s instructional and functional needs in line with the Army Learning Model (ALM) 2015.

1. **Training Developer GLOs:**

<table>
<thead>
<tr>
<th>Learning Area</th>
<th>Competencies and Attributes</th>
<th>General Learning Outcome</th>
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<tbody>
<tr>
<td>The Army Profession</td>
<td>Character and Accountability</td>
<td>Practice the Army Ethic, preserving the Army’s earned TRUST with the American people.</td>
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<td></td>
<td></td>
<td>Develop self and subordinates in PROFESSIONAL IDENTITY, COMPETENCE, CHARACTER, and COMMITMENT.</td>
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<td>Develop, promote and set the example for HONORABLE SERVICE.</td>
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<td>Operate within established norms for civil-military interactions to support effective Army policy and</td>
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<tr>
<td>Professional Competence</td>
<td>Technical Expertise</td>
<td>Understand roles, relationships and functions of civil-military actions.</td>
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<td>Comprehend the application and integration of training and training development across industry.</td>
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<td>Integrate technical expertise in support of industry training development</td>
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<td>Comprehend critical elements enablers, and processes that define the importance of effective training</td>
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<td>development courseware development and training support packages.</td>
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<tr>
<td>Lifelong Learner</td>
<td>Educational Practices</td>
<td>Continually assess professional and personal learning needs to enable and update long-term planning.</td>
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<td>Support Organizational assessment of individual learning.</td>
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<td>Integrate learning preferences and skills into organizational training and educational plans</td>
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<td>Discover valuable resources and enablers, and recommend guidance to the organization for Employ quality information and learning methods to improve the effectiveness of self and team.</td>
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<td>Adaptable</td>
<td>Critical Thinking and Problem Solving</td>
<td>Apply analytic decision-making that would enable you to formulate a training strategy.</td>
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<td>Support training strategy formulation, practice research techniques and analysis.</td>
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<td>Innovate and support innovation in new training development process utilized in industry.</td>
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<td>Apply technical knowledge in support of enabling formulation.</td>
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<td>agility</td>
<td>Collaborate productively across all aspects of industry in order to gain a perspective of how they train.</td>
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<td>Support cultivation of learning organizations and thrive on new ideals, practices and procedures.</td>
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<td>Participate in the production of training materials, plans, and strategy development.</td>
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<tr>
<td>Initiative</td>
<td></td>
<td>Form, Integrate, and lead diverse teams to harness collaboration, commitment, and attain best possible solution.</td>
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<tr>
<td>Teambuilding and Collaboration</td>
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<td>Support and assist in establishing networks to ensure communication.</td>
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<td>Support unity of effort with training development team members.</td>
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<tr>
<td>Communication and Engagement</td>
<td></td>
<td>Establish trust among individuals of widely diverse groups, cultures and interests.</td>
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<td>Communicate effectively to subordinates, partners, senior leaders, and industry decision-makers.</td>
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<td>Develop relationships with department leads.</td>
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<tr>
<td>Comprehensive Fitness</td>
<td>Fitness and Individual Readiness</td>
<td>Establish trust among individuals of widely diverse groups, cultures and interests.</td>
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</tbody>
</table>
**b. Capability Developer:** General Duties and Responsibilities: Serves as a Capabilities Developer within the Integrated Logistics Support (ILS) Division. Responsible for the review and assessment of logistics supportability and logistics readiness for fielding for Army combat systems, to include training, force structure requirements, identifying equipment supportability requirements in JCIDS documents and during the acquisition process. Represents the logistics and user communities in the determination and integration of logistical and maintenance support requirements. Supports all fielded and projected Army warfighting systems in the planning, assessment, and synchronization of sustainment requirements. Directly supports the ability of the Army to accomplish its mission with logistically supportable equipment.

(1) **Capability Developer General Learning Outcomes:**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>The Army Profession</strong></td>
<td>Character and Accountability</td>
<td>Practice the Army Ethic, preserving the Army’s earned TRUST with the American people.</td>
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<td></td>
<td></td>
<td>Develop self and subordinates in PROFESSIONAL IDENTITY, COMPETENCE, CHARACTER, and COMMITMENT.</td>
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<td>Develop, promote and set the example for HONORABLE SERVICE.</td>
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<td>Operate within established norms for civil-military interactions to support effective Army policy and process.</td>
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<tr>
<td><strong>Professional Competence</strong></td>
<td>Technical Expertise</td>
<td>Understand roles, relationships and functions of civil-military actions.</td>
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<td>Comprehend the application and integration of logistics and logistics support at the industry base.</td>
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<td>Integrate technical expertise in support of industry training development.</td>
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<td>Identify the sustainment needs for each platform, end item, product or system that the assigned industry is responsible for the development or fielding of that product.</td>
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<tr>
<td><strong>Lifelong Learner</strong></td>
<td>Educational Practices</td>
<td>Continually assess professional and personal learning needs to inform long-term planning.</td>
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<td>Support organizational assessment of individual learning, complete DAU ACQ101 to gain and understanding of JCIDS and the DOD acquisition system.</td>
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<td>Integrate learning preferences and skills into organizational training and educational plans.</td>
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<td>Discover valuable resources and enablers, and recommend guidance to the organization for Employ quality information and learning methods to improve the effectiveness of self and team.</td>
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<tr>
<td><strong>Adaptability</strong></td>
<td>Critical Thinking and Problem Solving</td>
<td>Understand how to apply analytic decision-making (Observations, facts and data) to ensure industry systems (equipment) is logistically supportable throughout its lifecycle.</td>
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<td>Develop a thorough understanding of the Military Standard for technical manuals.</td>
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<td>Approach each project or program with life cycle logistics support and sustainment planning and execution in mind.</td>
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<td>Analyze maintenance and maintainability goals and objectives and provide input.</td>
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<td>Observe and understand maintenance support parameters for future materiel systems within the organization.</td>
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<td>Apply technical knowledge in the identification of the synchronization of sustainment requirements Acquire all logistics data relevant to the materiel system and its associated support items for use in the maintenance planning process.</td>
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<td>Apply technical knowledge in the identification of the synchronization of sustainment requirements.</td>
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<td><strong>Agility</strong></td>
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<td>Collaborate productively across all aspects of industry.</td>
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<td>Support cultivation of learning organizations.</td>
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<td>Participate in the production of training materials, plans, and strategy development.</td>
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<td>Demonstrate professional mastery of industry training development.</td>
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<td><strong>Initiative</strong></td>
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<td>Develop continuity references for future TWI participants.</td>
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<td>Assist the OEM on TM development and the OEM validation effort.</td>
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<td>Create opportunities to act autonomously consistent with the industry's leader's intent.</td>
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<td><strong>Team Building and Collaboration</strong></td>
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<td>Develop relationships with the government product support management (PSM) teams within the PEOs/PMs their respective OEMs contractually support.</td>
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<td>Support and assist in establishing networks to ensure communication.</td>
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<td>Support unity of effort with training development team members through frequent PSM teams.</td>
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<td>Establish trust among individuals of widely diverse groups, cultures and interests.</td>
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<td><strong>Comprehensive Fitness</strong></td>
<td>Fitness and Individual Readiness</td>
<td>Gain and maintain the perception of individual fitness from a holistic perspective.</td>
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<td>Recognize the impact of individual fitness.</td>
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<td>Execute a stringent physical fitness program that ensures a high state of physical readiness.</td>
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c. Operational Assignment: Army Test and Evaluation Command Theater Sustainment Command / Expeditionary Sustainment Command

(1) Army Test and Evaluation Command General Duties and Responsibilities: Serves as an independent operational evaluator for the U.S. Army Evaluation Center. Supervises, manages, and directs multi-discipline Army Test and Evaluation teams, consisting of 20 - 30 civilian, military, and contractor personnel. Plans, coordinates, and manages developmental and operational test and evaluation efforts for an array of Maneuver Sustainment systems including Rapid Fielding Initiative efforts valued in the millions of dollars. Provides independent assessments of the systems’ operational effectiveness, suitability, and survivability; developing Army evaluation strategies, presenting emerging results, and writing system assessments, supporting the Army Force Generation and Reset objectives. Interfaces with Army Staff, other services with joint interest, Program Executive Officers, Program Managers, Combat Developers, and AST members dispersed across CONUS.

(2) Theater Sustainment Command General Duties and Responsibilities: Ordnance Logistics Officer for the Sustainment Command (Theater), consisting of over 20,000 Soldiers, civilians and contractors in support of the regionally aligned AOR with operations in all supported countries; serves as the commands subject matter expert on all internal maintenance activities; manages, implements and executes the Command Maintenance Discipline Program; manages maintenance operations for deployment, redeployment and training exercises for the STB; provides technical/tactical input to MSCs, support and sustainment command operations and for contingencies; develops plans, policies, and procedures pertaining to the material readiness; serves as the senior warrant officer in the G4 and advises the command on all warrant officer related topics.

(3) Expeditionary Sustainment Command General Duties and responsibilities: Ordnance Logistics Officer for a Expeditionary Sustainment Command, consisting of over 7,300 Soldiers, civilians and contractors in support of the regionally aligned AOR with operations in all supported countries; serves as the commands subject matter expert on all internal maintenance activities; manages, implements and executes the Command Maintenance Discipline Program; manages maintenance operations for deployment, redeployment and training exercises for all assigned and attached organizations; provides technical/tactical input to MSCs, support and sustainment command operations for contingencies; develops plans, policies, and procedures pertaining to material readiness; serves as the senior warrant officer in the G4 and advises the command on all warrant officer related topics.
### Operational Assignment General learning Outcomes:

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<td>Integrate technical expertise in support of industry training development.</td>
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<tr>
<td></td>
<td></td>
<td>Comprehend critical elements enablers, and processes that define the importance of effective training development.</td>
</tr>
<tr>
<td>Lifelong Learner</td>
<td>Educational Practices</td>
<td>Continually assess professional and personal learning needs to inform long-term planning.</td>
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<td></td>
<td></td>
<td>Support organizational assessment of individual learning, complete DAUACQ101 to gain an understanding of JCIDS and the DOD acquisition system.</td>
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<td></td>
<td>Integrate learning preferences and skills into organizational training and educational plans.</td>
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<td></td>
<td>Discover valuable resources and enablers, and recommend guidance to the organization for innovation and support innovation.</td>
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<tr>
<td>Adaptability</td>
<td>Critical Thinking and Problem Solving</td>
<td>Employ quality information and learning methods to improve the effectiveness of self and team.</td>
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<td></td>
<td>Agility</td>
<td>Apply analytic decision-making that would enable the commander to conduct mission command.</td>
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<tr>
<td></td>
<td></td>
<td>Identify industry practices that can be integrated into a military organization to optimize time and resources.</td>
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<td></td>
<td>Innovate and support innovation.</td>
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<td></td>
<td>Initiative</td>
<td>Demonstrate professional mastery of industry training development.</td>
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<td></td>
<td>Support and encourage subordinate initiative with the other TWI students assigned to that industry.</td>
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<td></td>
<td></td>
<td>Apply understanding of initiative and how that can be incorporated into systems and programs management.</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Team Building and Collaboration</td>
<td>Create opportunities to act autonomously consistent with the industry’s leader’s intent.</td>
</tr>
<tr>
<td></td>
<td>Communication and Engagement</td>
<td>Form, Integrate, and lead multiple diverse teams at the same time harnessing collaborative friction.</td>
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<tr>
<td></td>
<td>Fitness and Individual Readiness</td>
<td>Support and assist in establishing networks to ensure communication.</td>
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<td></td>
<td>Interface with team leads and directorate heads to gain an understanding of cross directorate relationships.</td>
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<td>Communicate effectively to subordinates, partners, senior leaders, and industry decision-makers.</td>
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<td></td>
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<td>Develop an understanding of the executive level information and decision brief.</td>
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<td></td>
<td>Gain and maintain the perception of individual fitness from a holistic perspective.</td>
</tr>
<tr>
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<td></td>
<td>Recognize the impact of individual fitness.</td>
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<tr>
<td></td>
<td></td>
<td>Execute a stringent physical fitness program that ensures a high state of physical readiness.</td>
</tr>
</tbody>
</table>
1. You are required to submit an interim report to your PDO, which documents your progress in achieving the training objectives of your training program. Your report should be submitted in the following format:

   a. **Work Assignment:**
      
      (1) List each training objective and activity you performed last period in support of each objective.
      
      (2) Forecast of activities for next period.

   b. **Self-Study Program:**
      
      (1) Activities during last period.
      
      (2) Forecast for next period.

   c. **New or improved techniques that may be applicable within the Army.**

   d. **Recommendations for improving the program:**
      
      (1) Problem/situation.
      
      (2) Discussion.
      
      (3) Recommendation(s).

   e. **Your Quarterly Training Plan should be completed and submitted to your respective PDO within 10 days of completing period.**
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FINAL TRAINING REPORT AND SUMMARY

1. You are required to submit a final training report to your PDO, which summarizes your ability to meet the training objectives and general learning outcomes of your program. Your report should be submitted in the format listed below.

   a. Work assignment: List each training objective, GLO, and activity you performed since your quarterly report in support of each objective.

   b. Given the entire training period, indicate whether you felt you met the requirements of each training objective, by objective, and why or why not.

   c. Summary of research papers and/or other documentation you prepared for the industry. Attach copies as enclosures if releasable by the industry.

   d. TWI participant’s conclusions:

      (1) List program benefits to the Army.

      (2) List program benefits for you.

   e. Recommended improvements.

   f. Your Final Training Plan should be completed and submitted to your respective PDO not later than 10 days prior to leaving your industry.
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EVALUATION REPORT (DA FORM 1059-1)

1. A DA Form 1059-1, Civilian Institution Academic Evaluation Report covering your performance of duty, while detailed to the industry, will be submitted by a designated company official. The DA Form 1059-1 is a very important document as it evaluates your performance in an advanced training program. You should take personal interest in preparing the document, as it will be placed in your official records. All areas on the DA Form 1059-1 must be typed, the only exception is the signature. For a blank DA Form 1059-1, Please contact Mr. Joel Strout at joel.d.strout.civ@mail.mil.


   a. **Block 1** Name: Last name, first name, middle initial (ALL CAPS).

   b. **Block 2** SSN: Enter Soldier’s SSN 9 digit (XXX-XX-XXXX).

   c. **Block 3** Grade: Use 3-character code (AR 680-29). Examples: MSG, CW2, CPT. REFERENCE: AR 680-29

   d. **Block 4** Branch: Use 2-character code (AR 680-29) reflecting basic branch for commissioned officers or management group for warrant officers as shown in item 11, DA Form 2B (Personnel Qualification Record. Part 1 – Warrant Officers). Leave blank for enlisted Soldiers. REFERENCE: AR 680-29

   e. **Block 5** Specialty/MOSC: Enter the AOC codes for commissioned officers (example 12/54), see DA Pam 611-21. For warrant officers and enlisted personnel enter the individuals Primary MOS (See section II, Item 8, DA Form 2B or Section II: item 4, DA form 2A (Personnel Qualification Record. Part 1 – Enlisted). REFERENCE: DA PAM 611-21

   f. **Block 6** Component: Enter component of the Soldier. Enter RA, OR USAR.

   g. **Block 7** Applicable Regulation: Identify the regulation that outlines the program under which the student participated. Use AR 621-1.

   h. **Block 8** Referred Report: If the report is a referred report IAW AR 623-3, chapter 3-35, then the rater will mark the first box in Part 8. The report will then be given to the rated Soldier for signature/validation and placement of an “X” in the appropriate box. (“NO” if the rated Soldier does not wish to make comments or “YES” if the rated Soldier is going to attach comments). REFERENCE: AR 623-3, CHAPTER 3-35

   i. **Block 9** Duration of Course: Enter the FROM date (beginning date of the course) and the THRU date (last date of the course) (YYYYMMDD).

   j. **Block 10** Name and address of civilian institution: Enter the address of civilian institution.

   k. **Block 11** Evaluation: The dean, department chairman, faculty advisor, or a responsible official of the civilian institution will evaluate the student. This will include an accurate and complete description of the subject area of study. The dean, department chairman, faculty advisor, or a responsible official of the civilian institution will date, type name, title and telephone number and then sign the evaluation.
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EVALUATION REPORT (DA FORM 1059-1) Cont.

l. **Block 12** Did student successfully complete the course: Check the appropriate box.

m. **Block 13** Reviewer Comments: This section is completed by the U.S. Army Human Resources Command (HRC) prior to inclusion into the student’s official file.

3. A copy of your completed DA 1059-1 must be submitted with your Final Training Report and Summary to your Project Manager/ PDO.
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TDY Request (DD Form 1610)
PERMISSIVE TDY (PTDY) REQUEST (DA Form 31)

1. Due to a limited TDY budget, all requests will be reviewed on a case-by-case basis. The purpose of the TDY must be for training provided by your host commercial company and directly relate to training objectives and GLOs. TDY requests for training not provided by your host commercial company will be disapproved - this includes military training and attendance at a conference/seminar. Also, if you choose to travel by POV and the cost is greater than the cost the government pays for flying you to your TDY destination and return you will be reimbursed the cost of flying as determined by the JTR.

2. Potential Options:
   a. Go permissive TDY (PTDY). You must submit the PTDY request to HRC, ATTN: joel.d.strout.civ@mail.mil for approval.
   b. Have your personnel PDO pay for the trip. See TWI points of contact at the back of this handbook for email address and phone number.
   c. Your industry can pay for the trip, however, you cannot solicit funds from them, and they must volunteer the offer. If your host commercial company offers to pay for part or the entire trip, you must contact Mr. Joel Strout at joel.d.strout.civ@mail.mil for the format to request company offered travel. The request will be submitted to the ethics counselor for legal opinion. If there is no legal objections Mr. Strout will request the DD Form 1610 and email you a copy.

3. Use of Company Credit Cards for Travel:
   a. OTJAG legal opinion – Legally Objectionable
      (1) This is in response to your request for a legal opinion regarding the possible use of company credit cards for travel by students participating in the Training with Industry (TWI) program. As I verbally opined to you earlier, the use of a credit card as payment in kind under 31 USC 1353 is legally objectionable as a general matter. 31 USC 1353 travel refers to acceptance of travel and travel related expenses from non-federal sources.
      (2) You asked if it would be within the "in kind" realm for a non-federal source to provide a company credit card to a federal traveler to pay for those things that are hard to pay for in advance, such as lodging, meals, and gas. The card would not be the federal traveler's, although the traveler would present it to the hotel and restaurants during his travel to a conference, training, etc. It would be the company's card and the company would pay the bill in the normal course of the card's billing cycle.
      (3) 41 CFR 304-2.1 provides that payment in kind means transportation, food, lodging, or other travel-related services provided by a non-Federal source instead of monetary payments to the Federal agency for these services. Payment in kind also includes waiver of any fees that a non-Federal source normally collects from meeting attendees (e.g., registration fees). Use of a credit card does not fit easily within the definition of payment in kind. I coordinated your request with OTJAG's Standards of Conduct Office and they were uncomfortable with such a practice for this reason and because it appears to provide the federal traveler with a blank check.

-B1-
(4) Based on the foregoing, as a general matter, it is legally objectionable to allow the use of a credit card as payment in kind under 31 USC 1353. However, there may be rare emergency cases in which such use might be acceptable. These cases, however, would need to be reviewed on a case by case basis, with sufficient justification, just as all other TWI travel requests are reviewed.

4. The POC for all TDY formats is Mr. Strout at joel.d.strout.civ@mail.mil.
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POINTS OF CONTACT

5. U.S. Army Human Resources Command:
   Mr. Joel Strout
   joel.d.strout.civ@mail.mil.
   TEL: 502-613-6411
   Training with Industry Main Page

1. U.S. Army Student Detachment, Fort Jackson, SC
   Web Address: http://www.jackson.army.mil/sites/school/pages/110/Welcome

2. Ordnance Corps Personnel Development Office
   a. OFFICERS:
      CPT James A. Folwell
      TEL: 804-765-7381   DSN: 539-xxxx
      E-Mail: OD Officer PDO
   b. WARRANT OFFICERS:
      CW4 John Shappell
      CW4 Alex Taylor
      TEL: 804-765-7371/7370   DSN: 539-xxxx
      E-Mail: OD Warrant Officer PDO
   c. NON-COMMISSIONED OFFICERS:
      (1) Career Management Field 89 (CMF 89)
          MSG Christopher Robar
          TEL: 804-765-7314   DSN: 539-xxxx
          E-Mail: NCO CMF 89
      (2) Career Management Field 91 (CMF 91)
          SFC Dustin Forgey
          SFC Gary Tuccitto
          TEL: 804-765-7373/7376   DSN: 539-xxxx
          E-Mail: NCO CMF 91
      (3) Career Management Field 94 (CMF 94)
          MSG Arthie Mann
          SFC Rogers Hilton
          TEL: 804/764-7974/7375/7374   DSN: 539-xxxx
          E-Mail: NCO CMF 94
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REFERENCES  

1. JOINT ETHICS REGULATION, DOD 5500.7-R  

2. AR 621-1, TRAINING OF MILITARY PERSONNEL AT CIVILIAN INSTITUTIONS  

3. DA PAMPHLET 623-3, EVALUATION REPORTING SYSTEM  

4. JOINT TRAVEL REGULATION  

5. TUITION ASSISTANCE  
   AR 621-5, ARMY CONTINUING EDUCATION SYSTEM