



United States Army Garrison (USAG) Fort Stewart/Hunter Army Airfield 2020-2022 Training Needs Survey Results

Executive Summary

Recently, Civilian employees of the Fort Stewart (FS) / Hunter Army Airfield (HAAF) community completed the biennial Training Needs Survey (TNS) through the Garrison Workforce Training & Development (WT&D) office, so the Garrison can better understand its workforce training requirements and interests. This TNS report is based on the responses from 416 FS/HAAF Garrison employees from 15 offices and directorates who provided their feedback in the form of completed questionnaires.

Methodology: WT&D administered this survey to a representative sampling of employees utilizing an aggressive outreach method. Sample numbers were set to ensure a ninety-nine percent (99%) confidence level in the overall results, i.e. one could conclude that 99% of the time, the results from this survey should vary no more than 5 percent from what would have been obtained by soliciting responses from all Civilian employees working in the FS/HAAF communities.

Limitations/Assumptions: This is not to be considered a scientific survey but rather an observation based on a measure taken at a specific time. This data analysis was completed in the middle of the COVID-19 global pandemic, so all training assumptions are made with the idea that proper social distancing and cleaning precautions are implemented in accordance with current guidelines.

Findings: The specific training that was identified as most desired (evidence by more than 40% of respondents making that selection) and necessary for improved job performance included, but was by no means limited to: Microsoft Office Suite programs (i.e. Excel, PowerPoint, Word, etc.), Assertive Communication, Writing Skills, Dealing with Difficult People, Healthy Nutrition, Stress Management, Conflict Resolution, the Performance Appraisal Process, and other Functional and Specialized training detailed in the overall data responses.

Next steps: Now that broad training needs have been identified, work can begin on the planning process. This will include the following activities:

- Deciding the most appropriate training method for each cluster of training. Such methods may include:
 - participative workshops held on the installation(s)
 - attendance at training courses
 - attendance at relevant conferences and seminars

- one-to-one or small group coaching sessions
- self-study
- distance learning or computer based programs
- peer-assisted learning
- Scheduling, sequencing, and phasing of training activities
- Sourcing of training providers and consultants

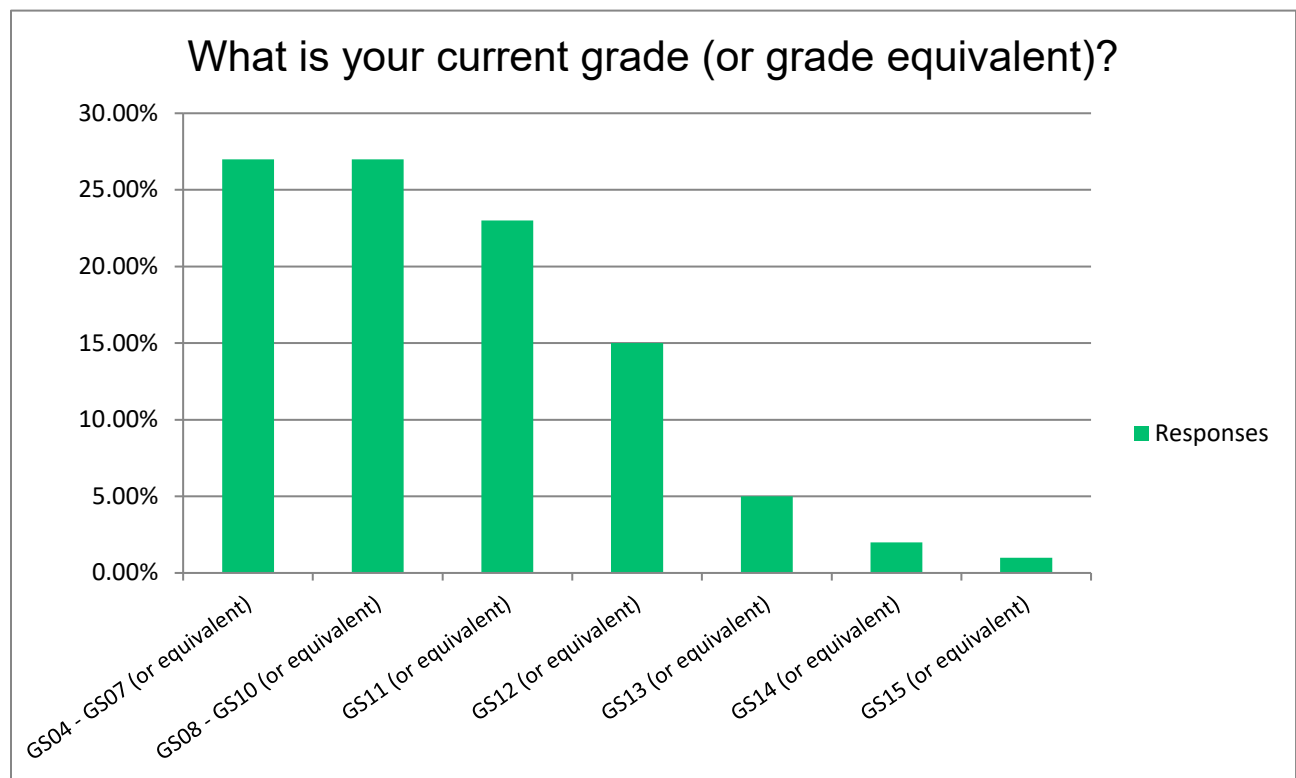
DEMOGRAPHICS:

Of the **416** participants, the Directorate breakdown of respondents was as follows:

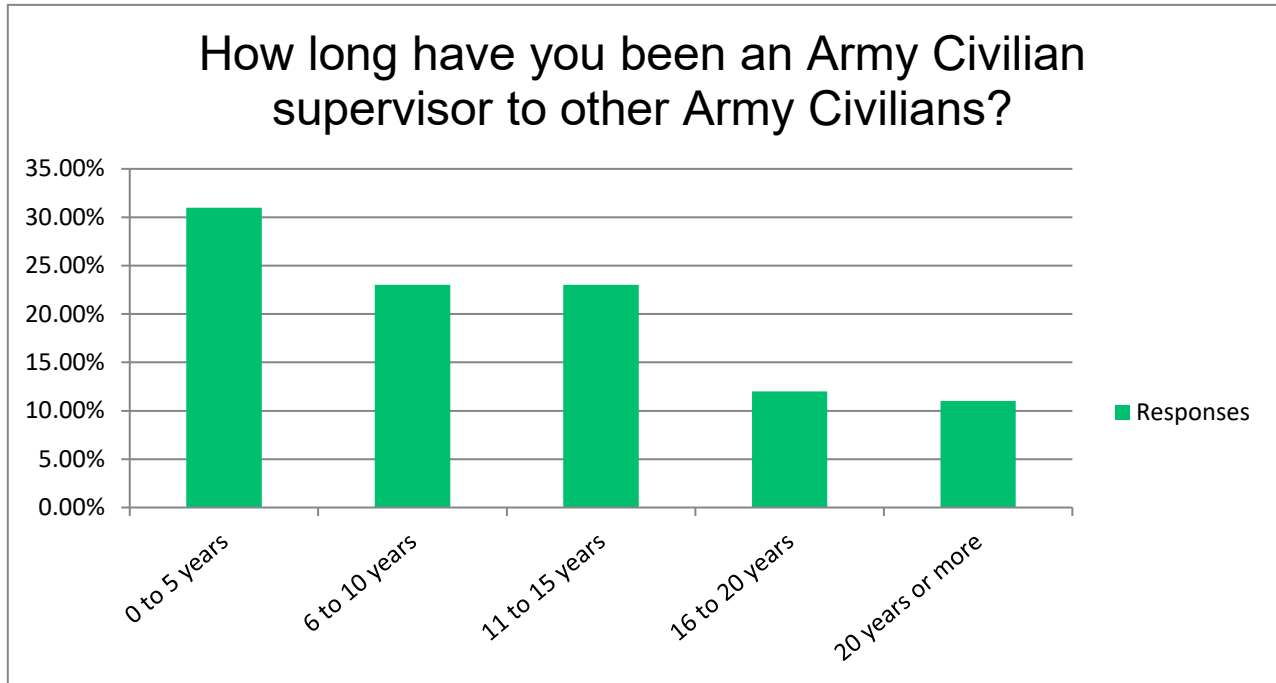
ACS = **18**
 DES = **49**
 DFMWR = **95**
 DHR = **63**
 DPTMS = **108**
 DPW = **62**
 CMDGRP, EEO, ISO, RMO, RSO, SJA, PAO, PAIO = **20**

There was no delineation between FS and HAAF as it was determined the training needs would be the same regardless of physical location.

1. The participants indicated their grades as follows:

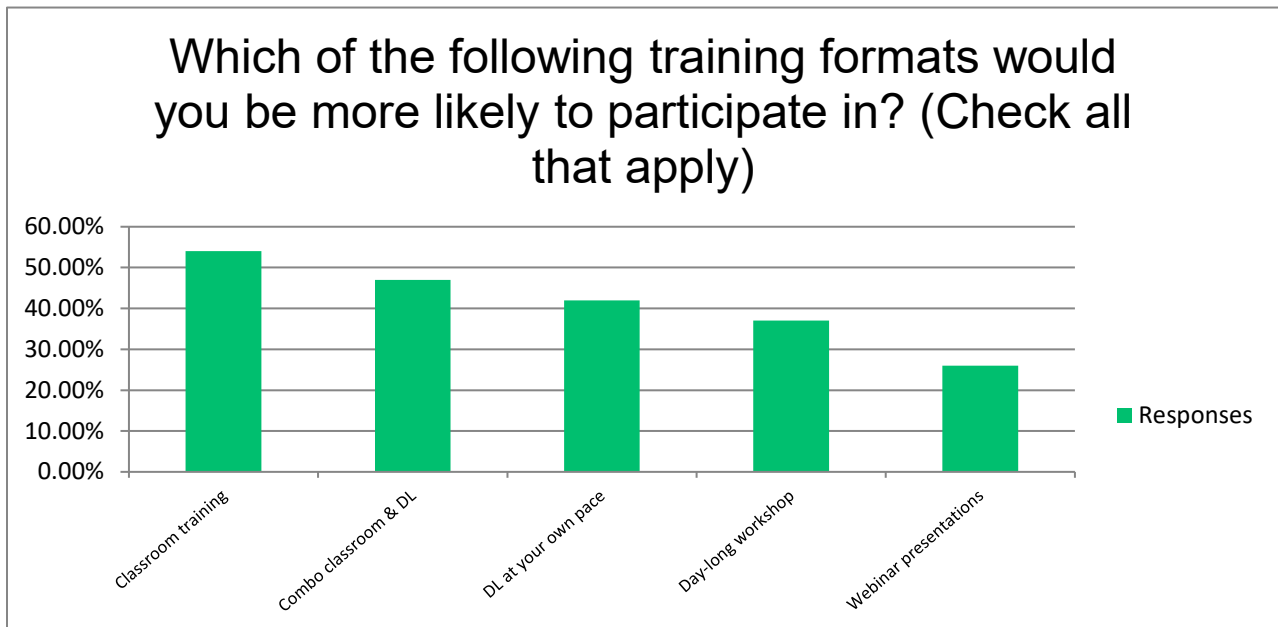


- The participants indicated that **28%** were supervisors and **72%** held non-supervisory positions. Of the 28% who indicated they were supervisors, their experience levels ranged as follows:



LEARNING PREFERENCES:

- Respondents indicated the following training formats they would be more likely to participate in*:



*Equals more than 100% as participants were able to choose more than one

DESIRED TRAINING:

4. Administrative Skills training

The most requested Administrative Skills training options that were selected by **40%** or more of the respondents (from highest to lowest):

- Basic computer skills (i.e. Microsoft Office Suite)
- Creative Problem Solving / Decision Making
- Coaching & Mentoring
- Project Management

5. Communication Skills training

The most requested Communication Skills training options that were selected by **40%** or more of the respondents (from highest to lowest):

- Assertive Communication
- Business Writing
- Dealing with Difficult People
- Technical Writing

6. Wellness training

The most requested Wellness training options that were selected by **40%** or more of the respondents (from highest to lowest):

- Healthy Nutrition
- Personal Strategies for Managing Stress
- Civilian Fitness (i.e. one-time fitness program for Army Civilians)

7. Supervisory / Leadership Skills training

The most requested Supervisory / Leadership Skills training options that were selected by **40%** or more of the respondents (from highest to lowest):

- Conflict Resolution
- Performance Appraisal Process

8. When participants were asked to list **FUNCTIONAL** training and certification requirement options that were mandated in order for them to remain employed in their position, the top write-ins were (from most requested to least requested and at least 2 submissions):

- Cardiopulmonary Resuscitation (CPR), Emergency Medical Technician (EMT), and First Aid training and refresher courses
- Security+, COMPTIA, Cisco, MS Server Certification

- Financial Management Certification
- Georgia Crime Scene Investigation Center training
- Child Abuse Prevention

9. When respondents were asked to list **SPECIALIZED** training and certification options that were NOT mandated to remain employed, but would add value to the organization, the top write-ins were (from most requested to least requested and at least 2 submissions):

- Cardiopulmonary Resuscitation (CPR), Emergency Medical Technician (EMT), and First Aid training and refresher courses
- Emergency Management/ Web EOC training
- Fire Safety / Arson / Investigator / Blue Card
- Airfield Management / Federal Aviation Administration
- SharePoint Management
- Financial Management
- Lean Six Sigma

10. Lastly, participants were given an option to submit freeform comments and those have been included below as written:

I have enjoyed my training and have gained valuable mentorship from other Military Police and Security Officers on and off duty. My instructors gave us up to date training and daily updates as to what was going on at the gates daily. The Supply Lieutenant ensured we had all available supplies and equipment. The other LT's and the Security Chief ensured we were tracking with all training, duty equipment, and assisted in answering/solving with any questions/issues.

Thank you for requesting feedback for this.

I am on the downslide of my career and there isn't much training that would benefit me at this point in my career, except financial management training to earn CPEs.

As Department of the Army security guards, we should to be aware of local and Fort Stewart laws, which we are not trained on.

It would be convenient and a possible cost savings overall to have the CES courses taught at the installations. It is hardship for those with small children and sick family members to be gone three to four weeks. I realize that many of the courses can be taught online; however, you would miss the face-to-face interaction.

Can we please have mentor program? I would like to advance in my position but we usually only hire folks with prior experience. If there was a mentoring program that allows employees to shadow other positions (even outside their agency) I think would be helpful.

It would be convenient if all annual/bi-annual webinar training had a test out option. Furthermore, in regard to additional training of value, all requests in the past for specialized training have been denied due to budget constraints.

I would like to see the work force updated with the new equipment and training platform.

Notifications of required documents before the survey.

Although my position does require the DOD FM Certification Level 2 (via online), it would be nice to have additional training pertaining to my position in Budget and the overall process. However, when these types of additional training's as I've listed in this survey are not deemed as Priority 1, 2 or 3; then we never get the chance to enhance our knowledge base and skill level. It would also be nice to have a back to basics training course, providing additional details as to what each Directorate does and is responsible for. This can alleviate confusion with communication and provide big picture understanding of what everyone does or should be doing. Our organization has been broken for several years now, it's time to rebuild our team, but we can't do that if we don't have a better understanding as to the players involved. Thank you for taking the time to invest in us.

The challenge in our work environment is the ability to fence off time to participate in any training. So, this would have to be considered when conducting any type of training as the work load does not go away when the team is training; be it distant learning or classroom.

GS 9 Police Officers need to be able to attend CES Intermediate Course. Presidential Directive # 5, require us to be Incident Commanders, so we need to know how to deal with LTC, COL, and General.

Would like to be able to attend the CES Intermediate Course due to being a supervisor. Need to relook the rank of GS-10 as the starting point when you are already a supervisor at GS-09 and need the training.

The classes that has been provided in the past year has been beneficial.

Training is a wonderful thing but truly the only people that receive and can attend it are Mon-Fri office workers. We cannot close facilities to attend and we do not have the people to do otherwise.

Where possible, please bring in as many outside speakers/experts in their field/topic. It tends to be better communicated and 'trusted' versus someone from within the organization. They also tend to be more passionate and animated which makes it worth it.

Excellent organization and team, looking forward to working for our new Director and Deputy.

Currently there is no logistical/supply job specific training in IMCOM Academy offered to NAF employees.

None. We should address staffing issues. Only a select few get to go to training.

Training is more effective in a classroom setting and broken into groups that allows you to role play. It would be ideal if we took sessions from the CES basic management course and brought it to the installation level as a refresher training. At management level, proficiency in the basic skills becomes a perishable task.

We all need training in some small way so I will support any training for all.

Need additional wellness program other than the one time civilian wellness program.

Thank you!

Since the Marne summit is no longer being presented, possibly providing training with Continuing Education Units open to all professional personnel on the Installation. Bringing in presenters would be the most productive option.

I would like to see more opportunities to go to school house training. Acquiring training and certification online is not the best means of learning skills and practices.

As an organization we need to better schedule classes and training for all employees especially the ones who work shifts and seven days a week. Most Supervisors will not allow employees the time to take classes or training.

I would love to see new employees to the government system getting career progression and financial planning classes within six months of them being hired. Waiting until they are five years out from retirement is too late.

I assist the Air Traffic and Airspace officer at Ft. Stewart/Hunter AAF and can be of further assistance if I was able to obtain certifications in the following courses: Obstruction Evaluation / Airport Airspace Analysis (OE/AAA), the Military Airspace Management Course & FAA Airspace & Procedures Course.

TDY funding is creating problems with even attending regulatory certification for our jobs. But not all of a professional job certification required for our employees are regulated by Army Regulations. To be a professional in a job requires that certain training outside Army guidance must be obtained. Do not like that we are now not even allowed to get certification training that is required by regulation but that any training outside of that is definitely not going to be approved.

Survey length was just right. Thanks.

Have not received any training in over 3 years. Continue to be denied training and career progression by supervisor.

Not all training requires certificate.

As equipment evolves technologically, we civilians should receive the same or very similar training as the active duty soldiers we are required to train. We are all self-starters and figure out the upgrades, but a more formal approach would be an improvement.

Need more manpower

Dr. Ellier doing a great job, thank you.

Classes for all on using the proper Microsoft program for the job. Not all programs are one size fits all. Some are over used and not the best program for the task/document. Highlight the purpose behind each individual program. We are under using some very good programs that can make our Organization for effective and efficient.

This organization has gotten away from employee development to the next higher position. That is evident through the fact that hiring from within has become rare. Employees who are coached, mentored and trained for the next higher position are typically a shoe-in for promotion provided they are trained to standard. It is the responsibility of

supervisors to ensure subordinates have the opportunity over others. They know the mission. They know the installation. They have the contacts to be immediately effective. Experienced, on-hand employees should be given priority over outside employees for available opportunities. Employee supervisors should be more involved with the promotion of their employees. They should have more input in the process as well. In fact, I believe an employee's supervisor should sit on the promotion board.

Nothing to add. Currently our directorate finds the way to send employees to valuable and necessary training outside the annual training requirements.

There is discussion of an ACS Generalist position description that may be used in the future. Training that would make ACS personnel more competitive for this type of Position Description would be greatly appreciated.

Team Development or individual development seems to only exist for supervisors. It seems the higher your grade the more Training that is available to the Department of Army Civilian (DAC). We are always or almost always short on cash when it comes to the Civilian workforce. This is why I'm retiring as I seen many new graduates have all types of training and as a DAC we get almost none.

We should be allowed more TDYs.

Hire Supervisors with experience and it will reduce training requirements. The workforce should not be responsible for training their boss. If you hire personnel with no experience in the field there is no training that will make them successful.

Do away with most of the Mandatory Training we are required to do annually. Keep SHARP/TARP/Computer security. The rest is a waste of time.

Recommend enough retirement classes so that employees can attend in their first two years of employment. Also, better training on our benefits other than "go to the website".

As this is a very nice gesture, I am sure that the needs/wants will remain unfulfilled due to budget restraints. We need a definite increase in training supplies and courses as well as TDY funding for a training program. This 2020 budget year crisis is a horrible case of not having enough.

Please remember those of us that are nearing retirement age are still effective and useful. I feel at times people look at those and assume we don't want to participate in training. No one knows when I plan to retire, nor should that be part of deciding who goes to training. Ageism is alive and well still.

Coordinate proposed training based on the survey results with leaders throughout the USAG rather than contracting training with no prior coordination/collaboration/feedback with leaders and their teams to help prioritize based on the observed needs / survey results versus only the wants outlined in the survey results.

Thanks for the opportunity to provide input!