

TRAINING WITH INDUSTRY: THE BASICS

-CPT Xarhya Wulf

In a November 2009 paper titled *Talent: Implications for a U.S. Army Officer Corps Strategy* by Casey Wardynski, David S. Lyle, and Michael J. Colarusso published by the Army Institute, economics expert Gary Becker was quoted as having said “education, training, and health are the most important investments in human capital.”

One such way that the Army is currently investing in their officer human capital is through the training with Industry program. Training with industry falls under the Army advanced civil schooling program and provides a high level exposure to managerial techniques and industrial procedures within corporate America to competitively selected officers and non-commissioned officers. So why is it important for me? Read on.

HISTORY OF THE PROGRAM

Army Regulation 621-1, *Training of Military Personnel at Civilian Institutions* state that the Training with Industry (TWI) Program was established for military personnel to provide training and/or development of skills in U.S. private sector procedures and practices not available through existing military or advanced civilian schooling programs or other established training and education programs. This is rather a twist from how the program first started in 1940 by the Manpower Commission and ran for four years providing civilian personnel military training. The program did not emerge again until the 1970's when the Army lacked critical skills related to industry practices and procedures. At that time, the program allowed but two branches (logistics and acquisition) to conduct training with industry.

Today, the Army affords training with industry opportunities in such fields as marketing, public affairs, artificial intelligence, finance, adjutant general, physical security, and technology in the hopes that these soldiers will take the most innovate ideas, best practices, techniques, processes and procedures and apply it within their sphere of influence, thereby positively impacting their subordinates, peers, supervisors and organization.

Companies that participate in the training with industry program vary based on one's particular Army branch and can therefore be endless. Here's a short list of a few big names: Turner Broadcasting Systems, Amtrak, Sun Oil Corp, Microsoft, Exxon Corp, Moss Point Marine, Inc, Mobil Corp, United Parcel Service, Sears, Roebuck and Co, National City Bank; Kaiser Permanente Inc, AT&T, and Boeing

TWI CRITERIA

- There must be an explicit DOD requirement fulfilled by virtue of experience gained.
- There must be immediate follow on utilization tour/assignment available to which the individual will be assigned.
- The TWI tour/assignment must be a minimum of 6 months and a maximum of 12 months in duration.
- The proposed TWI tour and/or assignment must meet professional development requirements.
- There must be a written agreement between the private sector host and the DOD Component concerned prior to the start of the TWI assignment.

APPLICATION PROCESS

(1) Commissioned officers.

- Applicants must be RA on active duty status.
- Applicants must have a minimum of 3 and not more than 19 years of AFCS prior to requesting training under the TWI Program. Applicants must agree in writing to fulfill any service obligation incurred by acceptance of training

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(2) **Warrant officers.**

- **Applicants must be RA on active duty status.**
- **RA warrant officers must not exceed 24 years of AWOS at the time of application to HRC. Applicants must have enough service time left after completing TWI to fulfill the incurred service obligation.**

(3) *Noncommissioned officers*

- Be on active duty.
- Have completed appropriate noncommissioned officers educational programs for grade and years of service.
- Have a minimum of 2 and not more than 22 years of active Army service as of 30 September of the competition fiscal year. Applicants must be indefinite or have sufficient enlistment remaining equal to or greater than three times the length of requested schooling. Service-remaining requirements are prescribed in AR 614–200.

(4) *Prior service.* There are no prior service requirements for this program.

(5) *Clearance.* At a minimum, applicants must possess a Secret security clearance.

(6) *Potential.* A review of the candidate's CMIF must reflect that the candidate has the potential for future, long term service, as determined by HRC.

(7) *Interest/agreement of study.* Candidate must express specific interest in training by submitting a formal application (para 6–4).

(8) *Development.* Service members must be qualified for promotion or recently promoted to where TWI participation will not place the service member at risk for promotion to the next rank.

(9) *Minimum academic requirements.* Applicants must meet or exceed the academic requirements determined by the industry for each fiscal year of competition.

(10) *Height/weight standards.* Applicants must meet height/weight requirements, in accordance with AR 600–9 (para 2–8).

(11) *Other eligibility requirements.* Other eligibility requirements are applicable as determined upon notification of fiscal year competition.

Eligible commissioned and **warrant officers** interested in applying for this program must submit DA Form 1618 - Application for Detail as Officer Student at a Civilian educational Institution or at Training with Industry, dated Jan 2003 with official college transcripts.

Eligible enlisted soldiers interested in applying for this program must submit the following to their career branch, HRC: DA Form 1618 - Application for Detail as Officer Student at a Civilian educational Institution or at Training with Industry, dated Jan 2003, current Enlisted Record Brief (ERB), official college transcripts, official military photo, and copy of their last five evaluation reports.

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SELECTION

Your branch manager will tell you when you are selected. You will receive orders moving you to the industry. All participants are assigned to the Student Detachment, Fort Jackson, S.C., with duty at the industry. Health Service personnel are assigned to the Student Detachment, Fort Sam Houston, Texas.

The tour is for a maximum of 12 months with a mandatory 3 year active duty service obligation. Upon the completion of the training with industry, you will be on a utilization tour where you will hopefully be able to apply all that you've learned within your industry.