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### INTRODUCTION

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 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 logistic management related skills. Today the TWI Program has evolved to include training programs which support marketing, public affairs, artificial intelligence, physical security and finance.

The Army's main objective in sponsoring the TWI Program is to develop a group of soldiers experienced in higher level managerial 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 can use this information to improve the Army's ability to interact and conduct business with industry. 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 parts in executing the TWI Program; the U.S. Army Human Resources Command (HRC), your proponent, 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 has developed this TWI Instruction Booklet. This booklet briefly addresses responsibilities, policies and procedures. It is not meant to be all inclusive, and your proponent and industry may provide you more detailed guidance on their requirements. No document can cover everything, so when in doubt, please ask!

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RESPONSIBILITIES

A. 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.

B. PROPONENT: Serves as the training coordinator for the Army. Serves as 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 and training plans, reviews training reports and travel plans and validation of training.

C. INDUSTRY: Develops training objectives, training plans and travel plans in coordination with the proponent. Fulfills obligations under the gratuitous agreement to include the completion of the Academic Evaluation Report.

D. STUDENT DETACHMENT: Responsible for the command and control, personnel administration and pay related matters of all assigned TWI students including issues concerning TRICARE. Publishes TDY orders based on HRC approval. Provides copies of these forms to the Student.

E. TWI STUDENT:

1. Acts in accordance with the [Joint Ethics Regulation \(JER\) \(DOD 5500.7-R\)](#).
2. Meets or exceeds his/her established training objectives.
3. Submits [required reports](#).
4. Monitors completion and submission of the Civilian Institution Academic Evaluation Report ([DA Form 1059-1](#)).
5. Establishes an [on-site continuity book](#).

## STANDARDS OF CONDUCT

1. You will remain subject to the administrative control of the Army while stationed with the industry. You are not expected to merely act as a spectator, but to perform in assigned tasks in a manner acceptable to the industry and study its operations as you progress.

2. 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.**

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 and the 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.

3. 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 while at the same time keep in perspective your responsibilities to the industry and to the United States Government.

4. 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)(For a copy go to Page 10 of this booklet). If you find you have questions as to what action is appropriate in a given situation, call Mr. Moreau at (703) 588-6754 or email him at [Alfred.Moreau@hqda.army.mil](mailto:Alfred.Moreau@hqda.army.mil). **DON'T PUT YOUR CAREER AT RISK BECAUSE YOU FAILED TO ASK!!!!**

## INTERVIEWS AND PUBLICATIONS

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 local public affairs channels.
5. The procedures described above are covered in [AR 360-1, The Army Public Affairs Program](#).

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ON-SITE CONTINUITY BOOK

As a participant in the Training With Industry Program, you are expected 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.

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. Your proponent will tell you of any items you may need to include that are specific for your training.

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.

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REQUIRED REPORTS

1. [Training With Industry \(TWI\) Contact Information Sheet. \(Submit within 10 days from report date\). – Page 6A](#)
2. [Training With Industry \(TWI\) Training Plan. – Page 6B](#)
3. [Training With Industry \(TWI\) Interim-Training Report. – Page 6C](#)
4. [Training With Industry \(TWI\) Final-Training Report. – Page 6D](#)
5. [Civilian Institution Academic Evaluation Report \(DA Form 1059-1\) – Page 6E](#)

Training With Industry (TWI)

Contact Information Sheet

NAME/RANK

SSN:

HOME ADDRESS:

HOME PHONE:

WORK PHONE:

E-MAIL ADDRESS:

INDUSTRY POC:

POC PHONE:

## Training With Industry (TWI)

### TRAINING PLAN

Your proponent 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. Each proponent has established training objectives for its TWI requirements. With this in mind, the proponent 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 will be accomplished by the industry and you. The TWI Training Plan will be submitted to your [proponent](#) within 30 days of reporting to your industry.

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

1. Objectives. Should 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, 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 may be available through the Tuition Assistance Program. For information about tuition assistance contact HRC at (502) 613-8588. Additionally, study materials are available from the firm's library, local colleges, trade publications and trade or management organizations.

## Training With Industry (TWI)

### INTERIM-TRAINING REPORT

You are required to submit an interim report which documents your progress in achieving the training objectives of your training program. Your report should be submitted in the following format:

1. Work Assignment:
  - a. List each training objectives and list the activities you conducted last period in support of each objective.
  - b. Forecast of activities for next period.
2. Self-Study Program:
  - a. Activities during last period.
  - b. Forecast for next period.
3. New or improved techniques that may have application within the Army.
4. Recommendations for improving the program:
  - a. Problem/situation.
  - b. Discussion.
  - c. Recommendation(s).
5. Your Interim-Training Plan should be completed and submitted to your respective proponent not later than half-way through your TWI tenure.

## Training With Industry (TWI)

### FINAL - TRAINING REPORT

You are required to submit a final training report which summarizes your ability to meet the training objectives of your program. Your report should be submitted in the following format:

1. Work assignment:

List each training objective and list the activities you conducted since your interim report in support of each objective.

2. Given the entire training period, indicate whether you felt you met the requirements of each training objective, by objective, and why or why not.
3. Summary of research papers and/or other documentation you prepared for the industry. Attach copies as enclosures if releasable by the industry.
4. TWI participant's conclusions:
  - a. List program benefits to the Army.
  - b. List program benefits for you.
5. Recommended improvements.
6. Your Final Training Plan should be completed and submitted to your respective proponent not later than 30 days prior to leaving your industry.

## Training With Industry (TWI)

### CIVILIAN INSTITUTION ACADEMIC 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 instructions on how to complete the DA Form 1059-1 [click here](#).

2. The following areas should be included in the evaluation:

- a. Description of the training completed.
- b. Evaluation of your performance to include comments as to leadership, initiative, technical expertise, and potential for further training, education and work assignments. Your evaluation is limited to the space provided on the form. Additional pages will not be accepted.
- c. Signature of a senior manager who has observed you during the training period. This adds creditability to the report. The industry representative completes Section II (11 & 12). (DO NOT WRITE IN SECTION III).

3. The Student Detachment will forward the required documents to you at the training site to arrive NLT 60 days prior to your departure from the program. If you have not received the DA Form 1059-1 by that time, you may obtain it [by clicking here](#).

4. Forward your DA Form 1059-1 to the following address to [Joel.Strout@US.Army.Mil](mailto:Joel.Strout@US.Army.Mil), not later than 30 days from completion date.

5. For further information on how to complete your DA Form 1059-1, please review [AR 623-1, chapter 3](#).

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TDY Request (DD Form 1610)

and

PERMISSIVE TDY (PTDY) REQUEST (DA Form 31)

DUE TO A LIMITED TDY BUDGET ALL REQUESTS WILL BE REVIEWED ON A CASE-BY-CASE BASIS. THE TDY MUST BE FOR TRAINING PROVIDED BY YOUR ASSIGNED INDUSTRY. TDY REQUESTS FOR TRAINING NOT PROVIDED BY YOUR INDUSTRY WILL BE DISAPPROVED, THIS INCLUDES MILITARY TRAINING. IF YOU CHOOSE TO TRAVEL BY POV AND THE COST IS GREATER THAN THE GOVERNMENT PAYS FOR FLYING TO YOUR TDY DESTINATION, YOU WILL BE REIMBURSED THE COST OF FLYING, AS DETERMINED BY THE JTR.

OTHER OPTIONS ARE:

GO PERMISSIVE TDY ([PTDY](#)). SUBMIT THE PTDY REQUEST TO HRC, DEVELOPMENT BRANCH (KNOX-HRC-OPL-L) FOR APPROVAL.  
HAVE YOUR PERSONNEL PROPONENT PAY FOR THE TRIP. SEE TWI POINTS OF CONTACT PAGE 8 FOR EMAIL ADDRESS AND PHONE NUMBER

YOUR INDUSTRY CAN PAY FOR THE TRIP, HOWEVER, YOU CANNOT SOLICIT FUNDS FROM THEM, AND THEY MUST VOLUNTEER THE OFFER. IF YOUR ASSIGNED INDUSTRY OFFERS TO PAY, YOU MUST SUBMIT REQUEST IN THE [PROPER FORMAT](#). THE REQUEST WILL GO TO THE ETHICS COUNSELOR FOR LEGAL OPINION. IF THERE ARE NO LEGAL OBJECTIONS, MR. STROUT WILL REQUEST THE DD FORM 1610 AND EMAIL YOU A COPY.

I submitted the question about using a company credit card for TDY purposes to OTJAG for legal opinion. Below is their response:

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. 1353 travel refers to acceptance of travel and travel related expenses from non-federal sources.

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.

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.

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.

\*\*Health Service Personnel receive TDY funding from their Program Managers in Dept of Health, Education and Training. Please contact MAJ Ruben Correa (MSC) at (210) 295-9537; or LTC Beverly Patton (SP) at (210) 295-9428; or COL Ann Sue von Gonten (DC) at (210) 295-9604; or COL Carol A. McNeill (Ans) at (210) 295-0274 for information and processing of your TDY requests.

\*\*ACQUISITION PERSONNEL MUST SUBMIT THEIR TDY REQUEST TO [Mr. Todd Deehl](#) FOR APPROVAL.

FORMATS:

[TDY funded by HRC](#)

[TDY funded in full or partially by a Non-Government Agency](#)

[PTDY](#)

## Training With Industry (TWI)

### POINTS OF CONTACT

1. U.S. Army Human Resources Command

Mr. Joel Strout; [Joel.Strout@US.Army.Mil](mailto:Joel.Strout@US.Army.Mil)

TEL: 502-613-6411

Web Address: [https://www.hrc.army.mil/site/protect/branches/officer/LeaderDev/CivSchool/TWI\\_Main\\_Page.htm](https://www.hrc.army.mil/site/protect/branches/officer/LeaderDev/CivSchool/TWI_Main_Page.htm)

2. U.S. Army Student Detachment, Fort Jackson, SC

<http://www.jackson.army.mil/sites/school/pages/110/Welcome>

3. U.S. Army Medical Department/AMEDD Center & School, Fort Sam Houston, TX

<http://www.cs.amedd.army.mil/>

#### Branch Officers:

Ms. Sherri Farris; [sherri-farris@us.army.mil](mailto:sherri-farris@us.army.mil)

TEL: 502-613-6467

#### Non-Commissioned Officers:

SGM Eugene Larkins Jr.; [Eugene.Larkinsjr@amedd.army.mil](mailto:Eugene.Larkinsjr@amedd.army.mil)

TEL: 210-221-7072

4. Acquisition Corps (51)

Mr. Todd Deehl; [todd.deehl@us.army.mil](mailto:todd.deehl@us.army.mil)

TEL: 502-613-6214

5. Adjutant General Corps

LTC Christopher Nichols; [Christopher-Nichols@US.Army.Mil](mailto:Christopher-Nichols@US.Army.Mil)

TEL: 803-751-8445

6. Aviation Center

Mr. John Kissel; [John.Kissel@US.Army.Mil](mailto:John.Kissel@US.Army.Mil)

TEL: 334-255-1419/1430

7. Chemical School (74)

CPT Hanibl Olmeda; [Hanibl.Olmeda@US.Army.Mil](mailto:Hanibl.Olmeda@US.Army.Mil)

TEL: 502-613-6053

8. Finance (36)

Mr. Matt Waclawski; [Matthew.C.Waclawski@US.Army.Mil](mailto:Matthew.C.Waclawski@US.Army.Mil)

703-692-6237

9. Information Operations (30)

MAJ Therese Obidinski; [therese.obidinski@conus.army.mil](mailto:therese.obidinski@conus.army.mil)

TEL: 913-684-5318

10. Logistics (90)

Mr. Rufus Montgomery; [Rufus.Montgomery@US.Army.Mil](mailto:Rufus.Montgomery@US.Army.Mil)

TEL: 804-734-0312

11. Military Police Corps (31)  
CPT Billy Moody; [billy.moody@us.army.mil](mailto:billy.moody@us.army.mil)  
TEL: 502-613-6021

12. Nuclear & Counterproliferation (52)  
Mr. Robert R. Beimler; [Beimler@USANCA-SMTP.Army.Mil](mailto:Beimler@USANCA-SMTP.Army.Mil)  
TEL: 703-806-7866

13. Ordnance  
Officers:  
CW5 Arthur G. Dahl IV; [Arthur.Dahl@US.Army.Mil](mailto:Arthur.Dahl@US.Army.Mil)  
CW4 Arland Jackson; [Arlan.Jackson@US.Army.Mil](mailto:Arlan.Jackson@US.Army.Mil)  
CW4 William Scott; [William.A.Scott@US.Army.Mil](mailto:William.A.Scott@US.Army.Mil)  
TEL: 410-278-5400/0681/5697

Non-Commissioned Officers:  
SFC Steven Toslin; [Steven.A.Toslin@US.Army.Mil](mailto:Steven.A.Toslin@US.Army.Mil)  
SFC Benjamin Amice; [Benjamin.Amice@US.Army.Mil](mailto:Benjamin.Amice@US.Army.Mil)  
TEL: 804-765-7373/7376

14. PSYOPS (37)/Civil Affairs (38)  
BRANCH OFFICERS:  
Ms. Ann Marie Famulari; [Famulaan@SOC.Mil](mailto:Famulaan@SOC.Mil)  
TEL: 910-432-9604

Non-Commissioned Officers:  
MSG Carrie Vernon; [Carrie.Vernon@SOC.Mil](mailto:Carrie.Vernon@SOC.Mil)  
TEL: 910-396-4349

15. Public Affairs (46)  
BRANCH OFFICERS:  
Mr. William (Bill) Dupont; [William.Dupont@US.Army.Mil](mailto:William.Dupont@US.Army.Mil)  
TEL: 301-677-7283

Non-Commissioned Officers:  
SFC Brent A. Hunt; [brent.hunt@us.army.mil](mailto:brent.hunt@us.army.mil)  
TEL: 301-677-7292

Active Guard Reserve (AGR):  
LTC Tim M. Stauffer; [Tim.Stauffer@OCAR.Army.Pentagon.MIL](mailto:Tim.Stauffer@OCAR.Army.Pentagon.MIL)  
TEL: 703-601-0865

16. Quartermaster  
BRANCH OFFICERS:  
Mr. Jim Tolbert; [Jim.Tolbert@US.Army.Mil](mailto:Jim.Tolbert@US.Army.Mil)  
TEL: 804-734-4178

Warrant Officers:  
CW4 Jimmie Benford; [Jimmie.Benford@US.Army.Mil](mailto:Jimmie.Benford@US.Army.Mil)  
TEL: 804-734-3701

Non-Commissioned Officers:  
SFC Antonio D. Jackson; [Antonio.D.Jackson@US.Army.Mil](mailto:Antonio.D.Jackson@US.Army.Mil)  
TEL: 804-734-4330

17. Recruiting Command (79R)

Non-Commissioned Officers:

Ms. Denise Elliott; [denise.elliott@usarec.army.mil](mailto:denise.elliott@usarec.army.mil)

TEL: 502-626-0832

18. Signal Center (24/25/53)

Officers:

MAJ Tom Addyman; [Thomas.Addyman@US.Army.Mil](mailto:Thomas.Addyman@US.Army.Mil)

TEL: 706-791-8182

Non-Commissioned Officers:

SGM Lenard D. Manion; [L.D.Manion@US.Army.Mil](mailto:L.D.Manion@US.Army.Mil)

SGM Shabazz S. McKenzie; [Shabazz.S.McKenzie@US.Army.Mil](mailto:Shabazz.S.McKenzie@US.Army.Mil)

TEL: 706-791-8194

19. Space Operations (40)

MAJ Troy Hinkle; [Ronald.Hinkle@us.army.mil](mailto:Ronald.Hinkle@us.army.mil)

Mr. Gerald J. Pepin; [Gerald.Pepin@smdc-cs.Army.Mil](mailto:Gerald.Pepin@smdc-cs.Army.Mil)

TEL: 719-554-0458/0457

20. Transportation

Branch Officers:

Mr. Michael Aguilar; [Aguilarm@Eustis.Army.Mil](mailto:Aguilarm@Eustis.Army.Mil)

TEL: 757-878-6264

Warrant Officers:

CW4 Randall C. Milligan; [randall.milligan1@us.army.mil](mailto:randall.milligan1@us.army.mil)

CW4 Thomas J. Wilson; [Thomas.Wilson6@US.Army.Mil](mailto:Thomas.Wilson6@US.Army.Mil)

TEL: 757-878-1326

Non-Commissioned Officers:

SGM Frank Cervantes; [frank.cervantes@us.army.mil](mailto:frank.cervantes@us.army.mil)

TEL: 804-765-7675

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REFERENCES

[JOINT ETHICS REGULATION, DOD 5500.7-R](#)

[AR 621-1, TRAINING OF MILITARY PERSONNEL AT CIVILIAN INSTITUTIONS](#)

[AR 623-1, ACADEMIC EVALUATION REPORTING SYSTEM](#)