**US Army Corps
Of Engineers
Learning Center (ULC)**

Proponent-Sponsored Engineer Corps Training (PROSPECT)

Instructor/Facilitator Handbook

30 May 2019

General Information

On behalf of USACE Learning Center, welcome and thank you for becoming part of the Proponent Sponsored Engineer Corps Training (PROSPECT) team. You are a key component of this team and we are here to assist you in any way we can.

Your primary goal, as an instructor/facilitator, is to deliver planned training, using approved lesson plans, in a professional course environment that promotes learning and improvement in job performance. Your preparation and openness to delivering instruction in efficient ways, using existing technologies, provide the key to the success of your course(s).

To aid you, please become familiar with this Handbook. It will provide key PROSPECT Program policies and procedures that PROSPECT instructors/facilitators should follow to support requirements of International Association of Continuing Education and Training (IACET), American Institute of Architects (AIA), National Society of Professional Engineers (NSPE), American Institute of Certified Planners (AICP), Project Management Institute (PMI), and USACE PROSPECT.

A ULC Course Manager will evaluate instructor delivery and courses for content, methodology, curriculum applicability, and compliance with ULC Pamphlet 350-70, ULC Training Development Guide requirements. The ULC will notify the lead instructor prior to a scheduled visit.

Again, thank you and your organization for participating in and supporting the PROSPECT Program.

ROY M. ELAM
Chief, USACE Learning Center
U.S. Army Corps of Engineers

Introduction

The PROSPECT Program is unique because of the relevancy of the skills, knowledge, and abilities that instructors bring to the classroom. Instructors have a working knowledge of their programs because they are active in the programs they teach, on a daily basis. As an adjunct instructor, you are able to share concrete experiences that are current and relevant, supporting the experiential learning process. This brings a level of expertise to the training and education activities that are unmatched in other DOD training institutions.

In order for instruction to be effective, it requires a team effort by the Proponent, Subject Matter Experts (SME), Instructional Systems Specialists (ISS/Course Managers) and Instructor/Facilitators to conduct analysis of tasks, design and develop course material, implement instruction, and evaluate results. The SME and Instructor/Facilitator must be able to implement the course material and train others in their profession to diminish training gaps in the organization and to provide the means to professionally develop others in their career field. This huge responsibility cannot be taken lightly. Following the guidance in this instructor handbook, you will be able to effectively support the PROSPECT Program, meeting the Community of Practice (COP) and the Proponent's training requirements.

Instructor Commitment

Instructors must make a commitment to participate in the PROSPECT Program for a minimum of three years. When an instructor signs the CEHR-ULC Form 728, USACE Learning Center PROSPECT Instructor/Facilitator Application, they have agreed to follow and support all ULC Policies supporting the PROSPECT Program. Instructors must be committed to fully participate in meetings that support course development. In your role, as an instructor, you will assist Course Managers during the preparation and update of course materials, including lesson plans, visuals aids, and so on. In addition, instructors must be committed to creating a learning environment that is conducive to effective learning. Instructors must be familiar with, and have an understanding of, the following doctrine that supports an effective learning environment:

- ULC Pamphlet 350-70, ULC Training Development Guide
- Army Regulation 350-1, Army Training and Leader Development
- TRADOC Pamphlet 350-70-14, Training and Education Development in Support of the Institutional Domain
- PROSPECT Student Handbook, Standards of Conduct

Instructor Qualifications

Before instructors teach a PROSPECT Program course they should be both qualified and certified to teach the program of instruction. The instructor should have self-nominated as an instructor and have approval to teach a course from their supervisor, as well as the course proponent. The signature of the instructor and the instructor's supervisor acknowledges that the instructor can make a three-year commitment and will fully support all ULC policies associated with the PROSPECT Program.

The following is the instructor qualification process:
- Complete, submit, and sign the CEHR-ULC Form 728, USACE Learning Center PROSPECT Instructor/Facilitator Application
- Gain approval from your supervisor and the proponent to teach a specific course

The following is the certification process:
- Participate in the course as a student (must be a graduate of the course you are requesting to teach)
- Teach portions of the course as an Assistant Instructor, monitored by the Lead Instructor
- Participate in a program of instruction that provides instructor qualifications

The following is a list of competencies that an effective instructor should have:
- Mastery of subject content and tasks
- Knowledge of the target audience to be trained
- Availability
- Credibility with the organization, management and, specifically, with the students to be trained
- Understanding of the organizational big picture and its business processes
- Effective communication skills
- Desire to see adult learners succeed
- Enthusiasm

Instructor Responsibilities

Instructors are responsible for implementing instruction in a safe, effective, and efficient learning environment. In order for the learning environment to be effective the instructor will support a professional learning culture in the classroom by implementing the following:
- Sound adult learning principles that provides student engagement and collaboration.
- Implement the Schedule of Instruction, making sure that class sessions begin and end on time. Breaks should be provided at 50-minute intervals of instruction and last 10 minutes in duration.
- Control student distractions from the course. For example; cell phone, e-mail and work related computer use during class sessions.
- Controlling and reporting student absences to the Course Manager.
  - Students that miss more than 5% of the course are not eligible for completion certificates.
  - Notify Course Managers of student emergencies and excess absences.
  - Flight/airline conflicts are not emergencies (students should make sure they have booked their flights in accordance with the Student Reporting Instructions (SRI) and are able to stay through course completion).
- Support the student dress code, which is business casual while conducting training in a classroom setting. The dress code may be modified for field trips or instruction that requires strenuous physical activity.

- Ensure students maintain academic integrity by completing their own work on individual assessments.
- Administer and grade all formative and summative assessments including pretests, practical exercises, and posttests. Students should receive feedback on practical exercises and posttests.
- Instructors must provide remedial training for students that do not pass summative assessments (posttest). The remedial training should focus on those learning objectives or outcomes that were not mastered in accordance with the assessment. Instructors will ensure that students are provided remedial training in a timely manner. Instructors will ensure that students receive a different version of the summative assessment upon completion of the remedial training.
- Instructors must maintain accountability for all students during course field trips. Instructors must implement safety awareness as well as safety risk management during the field trips. All students and instructors will ride to and from the field trip site on the transportation that is provided the course. The lead instructor will enforce the following:
    - No one will use their Personal Owned Vehicle as transportation to and from the field trip site.
    - No one will use their Government Owned Vehicle as transportation to and from the field trip site.
    - The lead instructor will maintain a by-name accountability roster of all personnel during movement to and from the field trip site.
- Instructors will conduct the following administrative functions to support the training event:
    - Instruct students to complete the CEHR-ULC Form 912, PROSPECT Registration Form, and walk them through this process.
        - Ensure that students use the provided number 2 pencils
        - Do not allow the registration form to be folded, bent or otherwise mutilated
        - Ensure that the students completely blacken in all corresponding ovals as applicable to their personal registration
    - Update the student roster and provide it the Course Manager
    - Sign Standard Forms 182, Authorization, Agreement and Certification of Training, and other training forms as required.
    - Instruct students to complete the CEHR-ULC Forms 924, PROSPECT EOC Evaluation, and return them with other course materials
        - Within 5 working days from the course end date, return equipment and mail packages back to ULC
        - Use provided containers and shipping labels to return equipment and packages. Instructors must return corrected student rosters, registration forms, test booklets/answer sheets, and course evaluations

Course Development Responsibilities

Prior to course implementation, instructors will be required to work with Proponents and Course Managers to review, revise and update course material as applicable. The review, revise and update process should be a routine process that maintains course

material and keeps it up-to-date with current regulations and doctrine. Instructors are required to participate in the review, revise and update process by doing the following:

- Conduct a review of the current course material and analyze the current regulations and doctrine to determine if there is a substantial difference between the two.
    - Findings from the review must be annotated and provided to the Course Manager who will determine the best method to revise the Training Support Package (TSP).
- Support the development of the TSP including lesson plans, practical exercises, student handouts, instructor material, instructor handouts and other support materials.

Instructor Funding Requests Responsibilities

Instructors must work with their Course Manager and complete a CEHR-ULC Form 957, PROSPECT Program Instructor Cost Estimate Worksheet, to secure funding for participation in instructor meetings and for instructing sessions. The Instructor Cost Estimate Worksheet must be completed as accurately as possible using the Joint Travel Regulation (JTR).

- In order to accurately estimate funding for instructor training meetings, instructors must work with their Course Managers to estimate the amount of labor that will be required to review, revise, and update the course Training Support Package.
    - The estimate must be based on the complexity and the percentage of the course material that requires revisions.
- Instructors and Course Managers must also estimate the amount of travel required to review, revise, and update the TSP. Keep in mind:
    - Asynchronous document sharing can be used to conduct initial review and revisions of documents.
    - Virtual meeting strategies such as teleconferences, DCO Connect and Skype for Business can also be used to conduct synchronous document sharing and virtual meetings to reduce travel costs.
- Instructors must use the CEHR-ULC Form 957 to estimate their travel and labor required for teaching PROSPECT courses. In order to validate travel and costs of travel, instructors should make SATO reservations as early possible and the itinerary must be submitted with the CEHR-ULC Form 957 to the Course Manager.
- Instructors must use or return any unused funds provided by the ULC for the project within 10 business days of the completion of their travel and their projected work.

Conclusion

Instructors are an intergral part of the teaching and learning process for the PROSPECT Program. Course Managers and ULC leadership/management will support instructors to provide a learning environment that promotes professionalism, and academic rigor. Effective training is a team effort that requires the cumulative skills of subject matter experts, as well as educational professionals. In additon, the effective learning environment requires the appropriate level of resourcing.

Instructor Checklist

☑ **Before You Arrive**

Ensure you have and/or know the following:

A. Course Manager-provided information to include Instructor Information Sheet, pre-course student roster, packing list, Student Reporting Instructions (SRI) and accommodations for learners with disabilities that may require assistance/support.

B. This Instructor Handbook.

C. Approved "Welcome and Orientation" presentation and lesson plan (available on ULC website under Resources page): http://ulc.usace.army.mil/resources.aspx.

D. Approved Lesson Plan(s) and Training Materials. NOTE: All training materials used in the classroom should be standardized and based on the advocated doctrine.

E. PROSPECT Student Handbook, Standards of Conduct (Arrival/departure, attendance, behavior, attire, academic integrity)

    NOTE: If your course offers Learning Units (LUs) from the American Institute of Architects (AIA), there are four required AIA slides, and an additional AIA Course Attendance Roster (Template), all available on the ULC Resources page: http://ulc.usace.army.mil/resources.aspx. Have AIA members (only those that have AIA membership numbers) fill out the AIA Course Attendance Roster in addition to the ULC attendance roster and return it to ULC along with all other material.

☑ **Standard of Conduct**

When you instruct/facilitate in the PROSPECT Program, you are representing the Chief of Engineers; therefore your actions and dress should reflect accordingly.

☑ **Day Before the Course Starts**

A. Ensure the classroom name and session starting time are posted for students.

B. Verify arrival/availability of course material and support equipment, e.g., audiovisual equipment, screens, easels, and set up/be prepared to set up the classroom.

    NOTE: SECURITY OF WRITTEN TESTS: Written tests are included with course materials for course sessions delivered outside of Huntsville, AL. In this case, immediately locate all test materials (test booklets, scoring key) and secure them away from the classroom and

outside of student view (e.g. hotel room safe/safe location) until it's time to administer pre- or posttest to students. **Never leave test material out in the open or unattended where students can gain access. Immediately notify your Course Manager if any test material is lost/compromised.** For course sessions delivered in Huntsville, AL, your Course Manager will ensure test security, but you must ensure test security if/when test material is given to you to administer/proctor.

C. Check the requirements to determine authorized equipment and services such as typing and reproduction. DO NOT ASK FOR OR RENT ANY EQUIPMENT REQUIRING PAYMENT BY THE USACE LEARNING CENTER WITHOUT PRIOR APPROVAL.

D. Ensure all equipment operates properly.

E. Locate fire exits, evacuation staging locations, restrooms, facilities, and local restaurants, for the next day's welcome and orientation.

F. Identify points of contact/procedures to secure classroom and equipment during lunch and after class.

☑ **First Morning of the Course**

A. Arrive at least 15 minutes before class starts and ensure all is ready. Provide accommodations for learners with disabilities.

B. Remember, all test materials (test booklets, scoring key) should be secured away from the classroom and outside of student view (e.g. hotel room safe/safe location) until it's time to administer pre- or posttest to students. **Never leave test material out in the open or unattended where students can gain access.**

C. Introduce the course using the "Welcome and Orientation" lesson plan http://ulc.usace.army.mil/resources.aspx.

D. Inform students when the session starts and ends as indicated in the Student Reporting Instructions. The policy of the PROSPECT Program is to end the course at the scheduled time to ensure course completion and retesting if required. We discourage making exceptions in this matter except in case of an emergency. Flight/airline conflicts are not emergencies.

E. Inform students they must be present and on time for the entire course session as stated in the Schedule of Instruction. Students that miss more than 5 percent of a course are not eligible for a completion certificate - see PROSPECT Student Handbook, Standards of Conduct on ULC's Resources page. If any attendance problems, illnesses, or emergencies occur, notify the Course Manager before taking any action; make a record of the incident; and forward the report to the Course Manager. If a student leaves the course before it officially ends, withhold the completion certificate and forward it to the Course Manager with a note explaining, in as much detail as possible, student departure time, reason, and any extenuating circumstances.

F. Inform/assist students of/with the following:

(1) Have students use the provided #2 pencil to complete all ScanTron forms.
   (a) Recomplete pen-marked forms.

   (b) Refrain from making any extraneous marks.

   (c) Avoid bending or folding forms

   (d) Erase any changes or corrections completely

   (e) Mark response clearly

   (f) Complete all information and blacken the corresponding ovals

(2) Review the pre-course roster and make necessary changes or additions.

(3) Assist students in completing registration forms to eliminate commonly found mistakes (consider writing these on white board or placing on slide):

   (a) Don't add spaces between letters of name; e.g., enter "SMITH", not "S M I T H".

   (b) Enter session number as FY## (FY and 2 digit session number; e.g., "1502" - FY 15, session 2). Do NOT enter "0002".

   (c) Identify correct occupational codes.

G. Collect and verify accuracy of registration forms, pre-course student roster, other training forms, and pretests (if applicable). Fax or email the corrected Pre-Course student roster to the Course Manager/Technician not later than the end of the first day. If needed, the fax number will be provided by Course Manager/Technician.

☑ **During the Course**

Secure USACE equipment during lunch breaks and after class. Some equipment, such as laptops and projectors may need to be stored in a locked room.

Reminder: Never leave test material out in the open or unattended where students can gain access. Immediately notify your Course Manager if any test material is lost/compromised.

☑ **Last Day of the Course**

A. When all students have completed all training, review the test with the class by reading each question stem and the correct answer. When applicable, be prepared to work individually with students that score below minimum passing. Allow students to retest only after providing specialized individual instruction.

B. Have students complete the end-of-course evaluation. Stress the importance of their feedback which is used to evaluate their reaction to course delivery factors. NOTE: ACCOMPLISH THIS BEFORE PRESENTING CERTIFICATES OF COMPLETION.

C. Place the following items in the provided envelope:

   (1) Annotated/corrected pre-course student roster

   (2) Test booklets and CEHR-P Forms 911, PROSPECT Test Answer Sheet

   (3) CEHR-ULC Forms 912, PROSPECT Registration Form

   (4) CEHR-ULC Forms 924, PROSPECT EOC Evaluation

   (5) Any materials that will be reused for future sessions (to include, audiovisual aids, handouts, etc.)

   Please call the shipping service by 10:00 a.m. on the last day of the course for pickup of boxes. Be specific as to address, number of boxes, and account number. Pre-addressed labels are provided.

D. Using the return shipping label provided in the shipping return envelopes and boxes return all equipment to the following:

   Tom Bevill Center
   ATTN: USACE Learning Center
   550 Sparkman Drive NW
   Huntsville, AL 35816

E. If USACE equipment was used in your training, secure the equipment with cables, remotes, and microphones in the case provided, for pickup by the mailing service no later than one hour after class ends, on the last day of the course.

Contact Information

Registrar	256 895-7425
Engineering and Construction Training Division	256-895-7426
Installation Support Training Division	256-895-7477

USACE Learning Center
Attn: CEHR-ULC
550 Sparkman Drive N.W.
Huntsville, Alabama 35816
Telephone: (256) 895-7401
Fax: (256) 895-7465
Web Site: http://ulc.usace.army.mil
Facebook: http://www.facebook.com/USACELearningCenter