



DEPARTMENT OF VETERANS AFFAIRS
Veterans Benefits Administration
Washington, D.C. 20420

October 24, 2016

Directors (00)
All VA Regional Offices and Centers

In Reply Refer To: 273B
Policy Letter 27-16-04

SUBJ: Benefits Assistance Service (BAS) Fiscal Year (FY) 2017 National Training Curriculum (NTC) for Outreach and Public Contact Personnel

Purpose

BAS is responsible for developing a National Training Curriculum that is designed for Public Contact Representatives and management staff in the National Call Centers (NCCs), the National Pension Call Center (NPCC), the National IRIS Response Center (NIRC), Regional Office Public Contact Teams, Outreach Coordinators, and BAS staff employees.

This letter and accompanying standard operating procedure (SOP) are intended to provide guidance and facilitate the understanding, implementation, and recording of the FY2017 BAS National Training Curriculum.

The National Training Curriculum provides developmental training appropriate to address skill enhancement for all employees. Topics identified consist of issues of high interest and/or quality concerns. The required training identified in the National Training Curriculum supports the agency goal to meet quality standards, and it allows employees to feel more empowered and confident in their jobs.

The five hours of annual VA mandatory training which includes Privacy, HIPAA, Ethics, VBA Continuity of Operations, and Prevention of Harassment/No Fear Training will be monitored by the Office of Employee Development and Training and assigned accordingly.

Training Requirements and Procedures

BAS has developed a curriculum that includes technical and developmental training requirements.

2.

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The enclosed SOP for the FY2017 BAS NTC prescribes specific training requirements by duty position and sets out mandatory procedures for conducting training, obtaining credit for training, and recording training. The SOP also requires all categories of personnel identified in this letter to develop a process for conducting make-up training. Compliance with the procedures in the SOP is mandatory for those categories.

To ensure consistency, all training delivered as part of the BAS NTC must have a BAS-assigned Talent Management System (TMS) number. If any training is conducted that does not have a BAS-assigned TMS number, it will not be counted as part of the required hours for the purposes of the FY17 BAS NTC. To assist in recording the completion of employee training in TMS, BAS has created TMS class ID and curriculum ID numbers for the mandatory training courses for all categories of personnel identified in this letter. All completed training must be documented in TMS. Please contact your local training coordinator to ensure that training is appropriately recorded.

BAS will develop additional training courses throughout the year to address emerging national issues and needs in the call centers, as well as public contact staff and outreach personnel in the regional offices (e.g., release of BAS and/or lines of business guidance, changes in law, etc.).

In addition, the SOP defines training per Title 5, United States Code, Chapter 41, and outlines the elements of training that must be met for training to be credited. All mandatory training must be delivered in accordance with the intent of the lesson.

Centers must ensure that:

1. Each individual selected to provide instruction meets the qualifications as outlined in the attached SOP, and
2. Selected instructors teach courses according to the approved lesson plans. (For example, if the lesson plan states that the course is "instructor-led", then the instructor must provide instructor-led training and utilize all practical exercises associated with the particular course.)

Responsibilities

The NCCs, NPCC, NIRC, and Regional Office's public contact and outreach staff are responsible for ensuring the procedures outlined in the enclosed SOP are implemented upon receipt of this letter.

3.

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Questions

Questions regarding the training requirements and course availability should be directed to the BAS Training Staff at: VAVBAWAS/CO/BAS/QUALITY&TRAINING.

/s/
Robert M. Carr
Acting Director
Benefits Assistance Service

Enclosure: Standard Operating Procedure

DEPARTMENT OF VETERANS AFFAIRS

Veterans Benefits Administration



**Standard Operating Procedure
Benefits Assistance Service (BAS)
Fiscal Year 2017 National Training Curriculum**

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Introduction

This standard operating procedure (SOP) provides guidance and direction to support the understanding, implementation, and recording of the Benefits Assistance Service (BAS) Fiscal Year (FY) 2017 National Training Curriculum (NTC) for National Call Centers (NCCs), the National Pension Call Center (NPCC), the National IRIS Response Center (NIRC), BAS staff employees, and regional office public contact staffs. This SOP is effective upon receipt.

Target Audience

The BAS' NTC requires annual training for all Public Contact Representatives (this includes only the public contact and outreach staff in the regional offices who do not perform claims processing work), Coaches, Managers, Training Coordinators, Leads, Quality Review Specialists, Management Analysts, and Program Support Assistants in the Call Centers and IRIS Response Center who are involved with communicating with the public. The NTC also requires annual training for BAS employees. This SOP will guide training managers in ensuring employees receive quality training according to BAS' guidelines.

For the first 12 months in the Public Contact Representative (PCR) position, all entry-level employees in the NCC, NPCC, or NIRC will be required to complete the appropriate BAS Challenge training as outlined in Attachments 1 and 2.

Note: Public contact and outreach staff at the regional offices who perform claims processing work should refer to the Compensation Service National Training Curriculum for training requirements.

Definitions

- Training: In accordance with Title 5 of the United States Code (U.S.C.), Part III, Chapter 41 at § 4101(4): "Training" means the process of providing for and making available to an employee, and placing or enrolling the employee in a planned, prepared, and coordinated program, course, curriculum, subject, system, or routine of instruction or education, in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields, which will improve individual and organizational performance and assist in achieving the agency's mission and performance goals.
- Trainee status: The status of an employee in his or her first 12 months of the position. The time starts on the date of assignment and ends on the 12-month anniversary date.
- Experienced PCRs: PCRs who have completed their initial year in the position.
- Curriculum: A course of study designed for a particular purpose.

- **BAS Training Curriculum:** Courses on specific topics identified by BAS based on national quality trends and emerging issues. Courses are designed to build skills and abilities of the employees. Training may consist of both technical and developmental training:
 - **Technical Training:** Training to gain or improve specific skills related to a job, function, or task.
 - **Developmental Training:** Training to prepare employees to perform future jobs and/or to move with an organization as it develops, changes, and grows.
- **Talent Management System (TMS):** The system of record for all VA training records.
- **VBA Learning Catalog:** An online training catalog that is organized specifically to support the way VBA structures and manages its training programs. Searchable functions identify mandated items, one-time mandated items, and target audiences. Items are also searchable by job position, TMS item number, curriculum, etc. The catalog is available at: <https://vba-tpi.vbatraining.org/lc/>.

FY2017 NTC Requirements for NCC/NPCC/NIRC PCRs, Leads, Coaches, Management Analysts, Managers, Program Support Assistants, Quality Review Specialists, Training Coordinators; BAS Employees; and Regional Office Public Contact/Outreach Staffs

Employees identified in the BAS FY2017 NTC, with the exception of experienced PCRs*, must complete all training hours listed in the position-specific curriculums in Attachments 1-6. It is at the discretion of local management to assign additional training as needed.

Training Managers may prorate training hours for employees who start after the beginning of the fiscal year. See the prorating examples in Appendix A.

Benefits Assistance Service FY2017 NTC Training Standards

- To ensure consistency of training across VBA, only those training materials and lesson plans provided by BAS through its website, its Sharepoint site, the VBA Learning Catalog, or online through TMS will be utilized. NTC courses must be taught according to the approved lesson plans provided by BAS' Training Staff. For example, if the lesson plan states the lesson is instructor-led and contains practical exercises, it must be taught as an instructor-led course and the practical exercises associated with it must be completed.
- For the NCCs/NPCC/NIRC, a quarterly training calendar of course topics will be established based on quality trends and emerging issues. Each NCC/NPCC/NIRC will complete the courses on the calendar within the designated quarter. The calendar will be amended as necessary to train on issues such as changes in law, changes in VBA procedure, etc.

- In addition to materials provided by BAS, NCC/NPCC/NIRC Training Coordinators will create training materials based upon assigned quarterly topics and will submit the training packages, e.g., lesson plans, assessment questions/answers for each objective, student handouts, PowerPoint presentations, etc., and verification of concurrence from the National Call Center Manager through his/her Director's mailbox to BAS at [VAVBAWAS/CO/BAS/QUALITY&TRAINING](#) for review and approval. The BAS Training Team will review the submitted materials for technical accuracy, inclusion of required components, and adherence to standard template and formatting requirements and will assign a national TMS number, as needed. Training materials will be sent to BAS at least 30 days prior to the beginning of the quarter in which they will be delivered.
- Employees must complete the evaluations and/or comprehension assessments, if applicable, in TMS to receive credit for completing the course.
- Completion of training session attendance sheets is required at the time of training. Electronic sign-in sheets will be accepted. The center and/or regional office will utilize the attendance sheets to ensure compliance with credit received in TMS for the attendees.

Note: Attendance sheets for the previous and current fiscal year must be maintained. Scanned electronic records are highly recommended for record keeping purposes.
- BAS holds the sole authority to include training items in the NTC curriculum.

BAS FY2017 NTC National Training Curricula and Assignment

BAS will automatically assign the FY17 NTC with an October 1, 2016, assignment date through TMS classes. Training Managers should add employees to the appropriate BAS' class based on the employee's position. The TMS Class IDs for each BAS NTC position are listed in the table below. Please refer to the [TMS Job Aid](#) for instructions on adding employees to classes.

Position	TMS Class	TMS Curriculum Assigned
BAS Public Contact Representatives - New (NCC/NPCC)	VBA-478	VBA-685
BAS Public Contact Representatives - New (NIRC) Class	VBA-479	VBA-686
BAS Public Contact Representatives - Experienced Class	VBA-480	VBA-687
BAS PCR Manager/Coach - New Class	VBA-481	VBA-688
BAS PCR Manager and Coach - Experienced Class	VBA-482	VBA-689
BAS PCR Training Coordinator - New Class	VBA-483	VBA-690
BAS PCR Training Coordinator - Experienced Class	VBA-484	VBA-691
BAS PCR Lead Class	VBA-485	VBA-692
BAS PCR Management Analyst Class	VBA-486	VBA-693

BAS PCR Program Support Assistant Class	VBA-487	VBA-694
BAS Quality Review Specialist - New Class	VBA-488	VBA-695
BAS Quality Review Specialist - Experienced Class	VBA-489	VBA-696
BAS VACO Front Office (Non-Management) Class	VBA-490	VBA-697
BAS VACO Quality Staff Class	VBA-491	VBA-698
BAS VACO Training Staff Class	VBA-492	VBA-699
BAS VACO Site Visit Staff Class	VBA-493	VBA-701
BAS VACO Web Communications Staff Class	VBA-494	VBA-702
BAS VACO Access & Business Application Staff Class	VBA-495	VBA-703
BAS Field Outreach Coordinator Class	VBA-496	VBA-704
BAS VACO Outreach Staff Class	VBA-497	VBA-705
BAS PCT LAS/PCT Class	VBA-498	VBA-706
BAS PCT Coach Class	VBA-499	VBA-707

NTC Make-up Training

All NCC/NPCC/NIRC PCRs, Coaches, Manager, Training Coordinators, Leads, Quality Review Specialists, Management Analysts, Program Support Assistants; Public Contact/Outreach staff; and BAS employees in the targeted audience must complete the hourly requirement for the Mandatory Training Curriculum. Therefore, each call center, regional office, and BAS, must develop a strategy for conducting make-up training sessions as necessary. Procedures for the make-up training sessions should include the following:

- The BAS-approved lesson plan for each training item will be followed for all training offerings.
- The approved materials and handouts, including online exercises and/or evaluations, provided by BAS for each training offering will be distributed to training participants.
- Typically the same instructor will facilitate every offering of a required training item.
- If a videotaped session is provided as a make-up session, a subject matter expert (SME) in the training topic must be made available as point of contact during the training should questions arise.
- Make-up sessions must take place within the same quarter for the BAS-mandated items.
- A sign-in sheet must be used to record training attendance, including the name of the SME who facilitated the make-up session.

Credit Awarded to Instructors

1. To receive credit-learning hours as an instructor, employees must complete an authorized VBA trainer preparation course. Instructors may be granted credit for instructional time learning hours, applied toward the 40-hour training requirement, if they have completed an authorized VBA trainer preparation course, *i.e.*, the Basic Instructor Clinic (TMS item number VA 790914).
2. A maximum of 20 total learning hours of an instructor's classroom and preparation time may be counted as training for a fiscal year. Please use TMS item number VA 3786223, *Instructor Preparation Time for NTC Courses*, to record the training preparation learning hours.
3. Training Managers may also add the item the instructor taught on the instructor's learning plan. Upon successful completion of any online content (assessment, instructor evaluations, etc.), the instructor may receive NTC credit for NTC items taught.

Reporting Requirement

All NCCs/NPCC/NIRC and public contact/outreach staff at the regional offices/centers are required to submit quarterly training reports to BAS at [VAVBAWAS/CO/BAS/QUALITY&TRAINING](#) in order to demonstrate reasonable progress towards the yearly training requirement. These reports are due the third workday after the end of each quarter. The format for these reports will be based on readily available TMS reports (Learning History and/or Learning Hours). TMS-related guidance is available on the [TMS Administrator SharePoint Site](#).

Report Due Dates for FY2017:

- January 5, 2017
- April 5, 2017
- July 6, 2017
- October 4, 2017

Questions

Please send all questions about the implementation of this SOP to the BAS Training mailbox at: [VAVBAWAS/CO/BAS/QUALITY&TRAINING](#).

Appendix A: Prorating FY2017 Training Requirements

Prorating FY2017 Training Requirements

Training Managers may prorate BAS FY2017 NTC Training Requirements in the following circumstances:

- Employees become eligible for BAS NTC training after the first month of the fiscal year.
- Employees are on extended periods of excused absence from their office. Examples of eligible periods of excused absence include the following:
 - Active duty or active duty for training absence for 30 consecutive days or more,
 - Cumulative active duty or active duty for training absence for 30 days or more,
 - Consecutive leave, including leave under the Family and Medical Leave Act (FMLA), for 30 days or more,
 - Cumulative sick leave or FMLA for the same illness or disease of 30 days or more (single days of sick leave that are not excused by a physician's approval will not count as time applied for prorated learning hours),
 - Instructors with absences for local or other training requirements (e.g. SET training), and

When Training Managers prorate training requirements in the circumstances described above, they will maintain documentation approving the reduced training for the current fiscal year in the employees' training file. Satisfactory documentation of approval for prorated training consists of a memorandum from the employee's immediate supervisor with the name of the employee, period of time, and number of days that have been approved as extended periods of leave. The documentation will be kept confidential and will only be presented to the director's office of the RO for compliance to the National Training Requirements. The RO Director will certify the proper documentation is of record and all prorated training requirements are in compliance.

Example of documentation for extended excused absence

Memorandum

From: (Employee's Immediate Supervisor's Name)
To: (Regional Office Name) Training Manager
Subject: (Employee Name) approved extended leave

The above-mentioned employee has been authorized extended absence as follows:

March 1 to April 1, 2017: Extended approved sick leave 31 Days
June 1 to July 1, 2017: Extended approved military leave 30 Days

Signed by (Immediate Supervisor)

Calculating prorated training items

Example:

- Employee's first year as a PCR ends on January 1, 2017. The employee must complete nine months of training to be in compliance with the National Training Requirements.
 - $9/12 = .75$
 - $80 \times .75 = 60$ learning hours are required to be in compliance with the National Training Requirements

Attachment 1:***BAS FY2017 National Training Curriculum - New-Hire PCR (NCC & NPCC) Training Items*****Curriculum ID: VBA-685**

TMS Item #	Learning Hours	Title
VA 3808171	1	VBA Public Service Guide - Lesson 1: Introduction to Customer Service
VA 3808172	2	VBA Public Service Guide - Lesson 2: Effective Customer Service Skills for Telephone Contacts
VA 3808174	2	VBA Public Service Guide - Lesson 4: Effective Customer Service Skills for Email/IRIS/In-writing Contacts
VA 3832947	26.5	VBA Public Service Guide – Customer Skills Development
VA 3881513	2	Disability Compensation
VA 3881514	2	Live Pension
VA 3881515	2	Survivors Pension
VA 3881516	2	Dependency
VA 3881517	2	Dependency and Indemnity Compensation
VA 3881518	2	Burial Benefits
VA 3881519	2	Home Loan Guaranty
VA 3881520	2	Vocational Rehabilitation and Employment
VA 3881521	2	VA Medical Centers
VA 3881524	2	Education
VA 1339356	2	Mission Vision & Core Values
VA 3812471	0.5	“A Day in the Life of a PCR”
VA 3937051	4	VA 101 Training
VA 1339359	0.5	US Constitution
VA 4191390	2	Veterans Journey Mapping Exercise
VA 1339362	1	VA Terminology & Codes
VA 1339402	6	Introduction to Reference Materials
VA 3886746	2	Customer Relationship Management/Unified Desktop Web Based Add-A-Dependent Module
VA 3844331	1	Customer Relationship Management/Unified Desktop Web Based FNOD
VA 3844317	1	Customer Relationship Management/Unified Desktop Web Based Appeals
VA 3844325	1	Customer Relationship Management/Unified Desktop Web Based CADD/DD Module
VA 3844323	1	Customer Relationship Management/Unified Desktop Web Based Payments Module
VA 3844321	1	Customer Relationship Management/Unified Desktop Web Based Service Requests and Letters Module

VA 3844335	1	Customer Relationship Management/Unified Desktop Web Based Threat Call Module
VA 3844304	1	Customer Relationship Management/Unified Desktop Web Based Training - Introduction Module
VA 3844306	1	Customer Relationship Management/Unified Desktop Web Based Training - Phone Calls Module
TBD	2	Referral Procedures – Segment 1
VA 4177413	1	Military Sexual Trauma Soft Skills Training
VA 3844315	1	Customer Relationship Management/Unified Desktop Web Based Training - Claims Module
VA 1339375	3	Journey of a Claim
VA 1339376	1.5	Pre-Discharge Claim Programs
VA 1339379	1.5	Tour of Veterans Service Center/Pension Management Center
VA 3729218	12	Customer Relationship Manager/Unified Desktop (CRM/UD) Initial Training
VA 3880795	1.5	eBenefits Self Service Features (instructor-led)
NFED 1278127	1	Business Writing: How to Write Clearly & Concisely
VA 1339467	3	Client-Requested Letters & Service Requests
VA 1339468	1.5	RightFax
VA 3838362	1	Benefits Assistance Service Introduction
VA 3838367	3	CRM FOIA/PA
TBD	1	FOIA/PA Refresher – Segment 2
VA 3838404	3	CRM Fiduciary
VA 3838408	5	CRM Telephone Development
VA 1339481	2	Introduction to IRIS and VAI Systems
VA 3838286	2	CRM CADD/Direct Deposit & Schedule of Operations
VA 3838416	3	CRM Referral Procedures
VA 3838330	2	CRM Non-receipt of Payment
VA 1339474	3	Appeals Process
VA 3838293	3.5	CRM First Notice of Death
VA 3838301	2	CRM Death-Related Inquiries
VA 1339476	1.5	Introduction to Quality Monitoring
VA 3838414	5	CRM Status of Claim
VA 3838412	5	CRM Status of Appeal
VA 1339483	2	Debts, Waivers, and Compromises
VA 1341913	2	Crisis Management Procedures
VA 1339487	1	General VAMC Inquiries
VA 1341927	1.5	Fact Sheets/VA Forms
NFED 1341520	1.5	Military Cultural Awareness
VA 2084024	1.5	Connecting with Veterans
VA 2939969	1.5	History & Impact of VA Benefits
NFED 1278125	1	Essential Skills for Professional Telephone Calls
TBD	2	VBMS Training
VA 3870855	1	Disability Benefit Questionnaires
TBD	3	Ancillary & Derivative Benefits
TBD	3	Incident Prevention Techniques

VA 1341912	1.25	Local Issues
VA 3867880	2	Supervisory Escalation Procedures
VA 1381323	2	Reinforcement: Week 2
VA 1381324	2	Reinforcement: Week 3
VA 1381329	2	Reinforcement: Week 5
VA 1381331	2	Reinforcement: Week 6
NFED 3177086	1	Microsoft Office 2010: Lync Meetings, Calls, Sharing and Collaboration
VA 1381332	8	Phone Shadowing (cumulative)
VA 1339409	40	OJT – Segment 1
VA 1381333	40	OJT – Segment 2
VA 3844284	3	PCR Level II Assessment – Segment 1
VA 3844295	3	PCR Level II Assessment – Segment 2
Total	275.75	

Attachment 2:***BAS FY2017 National Training Curriculum - New-Hire PCR (NIRC) Training Items*****Curriculum ID: VBA-686**

TMS Item #	Learning Hours	Title
VA 1339402	6	Introduction to Reference Materials
VA 959914	3.5	Reader Focused Writing (RFW) Tools course – Accessible Version
NFED 1278127	1	Business Writing: How to Write Clearly & Concisely
NFED 1278131	1	Business Grammar: The Mechanics of Writing
NFED 1278130	1	Business Grammar: Working with Words
NFED 1278128	1	Business Writing: Editing and Proofreading
VA 3881471	1	Customer Service Training for Public Contact Teams
VA 3881526	2	IRIS Responder Training
VA 1339435	1	Locating Veteran's Records
VA 1339438	1	Jurisdiction & Routing
VA 3881527	2	NIRC Status of Claim
VA 3881528	2	NIRC Status of Appeal
VA 3881529	2	NIRC Payment Issues, Non-Receipt, and Debts
VA 3881530	2	NIRC Development
VA 3881531	2	NIRC General Inquiries
VA 3881532	2	NIRC Client-Requested Letters
VA 3881533	2	NIRC Referral Procedures
VA 3881534	2	NIRC Crisis Management Procedures
VA 1381334	1	NIRC Foreign Inquiries
VA 3881536	1	NIRC Supervisor Escalation Procedures
VA 3881537	5	NIRC Shadowing
VA 3881538	40	NIRC OJT
Total	81.5	

Attachment 3:***BAS FY2017 National Training Curriculum - Experienced PCRs NCC/NPCC/NIRC Training Items*****Curriculum ID: VBA-687****All PCRs with exception of employees currently in Challenge/Training Status**

TMS Item #	Learning Hours	Title
VA 3811185	12	PCR Call Review
VA 3866834	12	Local Training & Station Quality Updates
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
VA 3847170	4	Coach/Team Meeting
VA 3881549	4	Emerging Issues and Hot Topics
VA 3881669	4	Level III Knowledge Check
TBD with Release	2	CRM Release Updates
VA 3864696	1	eBenefits Updates
VA 3870974	1	VBMS Updates
VA 3881555	1	CRM Process Refresher
VA 3881564	1	CRM Call Categorization
VA 3867860	2	Status of Claim Refresher
VA 3867873	2	Status of Appeal Refresher
VA 3867878	1	FOIA/PA Refresher
VA 3870984	1	Death-Related Inquiries Refresher
VA 3869121	1	Client Requested Letters Refresher
VA 3870971	1	Telephone Development Refresher
VA 3867885	1	Referral Procedures Refresher
VA 3847180	1	Drill Pay (Seasonal by 1/15)
VA 1758964	1	Annual Clothing Allowance (seasonal- by 4/30)
VA 3874859	1	Fully Developed Claim Refresher
VA 3870855	1	Disability Benefits Questionnaires
VA 3845101	1	MRP/CRSC/CRDP
VA 1339491	2	Crisis Management Refresher
VA 3870987	1	Change of Address/Direct Deposit Refresher
VA 3871000	1	Auto & Adaptive Equipment Grant
VA 3870985	1	Apportionments
VA 3881566	1	Fugitive Felon Adjustments
VA 3880718	1	Fraud & Office of Inspector General Referrals
VA 3880723	1	Hospitalization Adjustments
VA 3871011	1	VAI Requirements
VA 3881568	1	Hardship and Homeless Procedures
VA 3881570	1	Payment-Related Issues Refresher

VA 3881571	1	Appeal Process Refresher
VA 3881572	1	Fiduciary Process Refresher
VA 3881575	1	Debts, Waivers, and Compromises Refresher
VA 3881576	1	Survivor Benefit Refresher
VA 3870991	1	Pension Refresher
VA 3881577	1	Disability Compensation Refresher
VA 3881579	1	DOD Benefit Overview
TBD	1	Derivative Benefits
VA 3867880	1	Supervisory Escalation
VA 3881581	2	Public Service Guide Refresher
TBD	1	Potential Incident Refresher
VA 3832834	1	Stress Management in the Phone Centers
NFED 1310177	1	Customer Service Confrontation and Conflict
NFED 1278126	1	Business Writing: Know Your Readers and Your Purpose
NFED 1310175	1	Customer Service over the Phone
NFED 1310158	1	Customer Service Fundamentals: Building Rapport in Customer Relationships
misc.		New Hire Lessons (as needed)
misc.	5	*VBA Mandatory TMS Training*
Total	113	

These items were identified and selected based on a review of national errors and VBA priorities. They also incorporate ongoing training requirements identified at the national level as necessary to address new issues, changes in regulations/procedures, etc.

More training topics than available learning hours have been listed to allow for flexibility in assigning training topics based on changing trends (does not count toward hour requirement).

Attachment 4:

BAS FY2017 National Training Curriculum - NCC/NPCC/NIRC Coaches, Managers, Training Coordinators, Leads, Quality Review Specialists, Management Analysts, and Program Support Assistants

**Curriculum ID: VBA-688
New Managers and Coaches**

TMS Item #	Learning Hours	Title
VA 3861098	8	Speech Analytics and Continuous Improvement Plans
NFED 1278127	1	Business Writing: How to Write Clearly and Concisely
NFED 1278128	1	Business Writing: Editing and Proofreading
NFED 1278131	1	Business Grammar: The Mechanics of Writing
VA 3861091	1	Workload Management Plan
VA 3847170	4	Coach/Team Meeting
TBD	2	NICE Training
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
VA 3834180	8	BAS Call Calibration Sessions
Total	50	

**Curriculum ID: VBA-689
Experienced Managers and Coaches**

TMS Item #	Learning Hours	Title
VA 3861098	8	Speech Analytics and Continuous Improvement Plans
VA 3861091	1	Workload Management Plan
VA 3847170	4	Coach/Team Meeting
NFED 1310195	1	Business Coaching: Building the Coaching Relationship
NFED 1310194	1	Business Coaching: Conducting Coaching Sessions
NFED 2775976	1	Essential Mentoring Techniques: Building & Maintaining Mentoring Relationships
NFED 2496969	1	Essential Mentoring Techniques: Mentoring Fundamentals
NFED 1310190	1	Managing Change: Dealing with Resistance to Change
NFED 1328291	1	Talent Management: Developing and Engaging Talent
NFED 1365344	1	Performance Appraisal Essentials: Planning for Appraisals
TBD	2	NICE Training
NFED 1724000	1	Preventing Problem Performance
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
VA 1339491	1	Crisis Management Refresher
VA 3834180	8	BAS Call Calibration Session
Total	48	

**Curriculum ID: VBA-690
New Training Coordinators**

TMS Item #	Learning Hours	Title
NFED 1628310	1	Basic Presentation Skills: Creating a Presentation
NFED 1376087	1	Basic Presentation Skills: Planning a Presentation
NFED 1630310	1	Basic Presentation Skills: Delivering a Presentation
NFED 2157000	1	Communicating with Professionalism & Etiquette
NFED 1377389	1	The Benefits and Challenges of Engaging Employees
NFED 2496969	1	Essential Mentoring Techniques: Mentoring Fundamentals
VA 3939003	6.5	Instructor Training Course Common Core Essentials Module
TBD	8	Curriculum Development Workshop
VA 3939004	14	Instructor Training Course Classroom Instruction Module
VA 3881583	12	Monthly Training Coordinator Call
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
VA 3834180		BAS Call Calibration Session- *credit should be taken for attendance, but will not count toward NTC hour requirement
Total	70.5	

**Curriculum ID: VBA-691
Experienced Training Coordinators**

TMS Item #	Learning Hours	Title
VA 3881583	12	Monthly Training Coordinator Call
NFED 3768926	0.1	Handling Difficult Questions as a Presenter
NFED 2157000	1	Communicating with Professionalism & Etiquette
NFED 2775976	1	Essential Mentoring Techniques: Building & Maintaining Mentoring Relationships
NFED 2163966	1	Public Speaking Strategies: Confident Public Speaking
NFED 1279261	1	Using Feedback to Improve Team Performance
TBD	8	Curriculum Development Workshop
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
VA 1339491	1	Crisis Management Refresher
VA 3834180		BAS Call Calibration Session- *credit should be taken for attendance, but will not count toward NTC hour requirement
Total	49.1	

**Curriculum ID: VBA-692
Lead PCRs**

TMS Item #	Learning Hours	Title
VA 3861098	8	Speech Analytics and Continuous Improvement Plans
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
VA 3861091	1	Workload Management Plan
VA 3881602	6	Monthly Lead Call
NFED 1279261	1	Using Feedback to Improve Team Performance
NFED 1279265	1	Leading Teams: Building Trust and Commitment
NFED 1279266	1	Leading Teams: Fostering Effective Communication and Collaboration
NFED 1279267	1	Leading Teams: Motivating and Optimizing Performance
NFED 1279268	1	Leading Teams: Dealing with Conflict
NFED 1278127	1	Business Writing: How to Write Clearly and Concisely
NFED 1278131	1	Business Grammar: The Mechanics of Writing
NFED 3479980	0.3	Giving Feedback to Co-workers
NFED 1327127	1	Giving Constructive Criticism
NFED 1327023	0.25	Giving Appropriate Feedback
NFED 2157000	1	Communicating with Professionalism & Etiquette
NFED 2496969	1	Essential Mentoring Techniques: Mentoring Fundamentals
NFED 2775976	1	Essential Mentoring Techniques: Building & Maintaining Mentoring Relationships
NFED 2163966	1	Public Speaking Strategies: Confident Public Speaking
TBD	2	NICE Training
VA 1339491	1	Crisis Management Refresher
VA 3834180	8	BAS Call Calibration Session- *credit should be taken for attendance, but will not count toward NTC hour requirement
Total	54.55	

**Curriculum ID: VBA-695
New Quality Review Specialists**

TMS Item #	Learning Hours	Title
VA 3861091	1	Workload Management Plan
NFED 1278127	1	Business Writing: How to Write Clearly and Concisely
NFED 1278128	1	Business Writing: Editing and Proofreading
NFED 1278131	1	Business Grammar: The Mechanics of Writing
NFED 3479980	0.3	Giving Feedback to Co-workers
NFED 1327127	1	Giving Constructive Criticism
NFED 1327023	0.25	Giving Appropriate Feedback
NFED 2157000	1	Communicating with Professionalism & Etiquette
NFED 3768926	0.1	Handling Difficult Questions as a Presenter
NFED 1628310	1	Basic Presentation Skills: Creating a Presentation
NFED 1630310	1	Basic Presentation Skills: Delivering a Presentation
NFED 1376087	1	Basic Presentation Skills: Planning a Presentation
NFED 2496969	1	Essential Mentoring Techniques: Mentoring Fundamentals
NFED 2775976	1	Essential Mentoring Techniques: Building & Maintaining Mentoring Relationships
NFED 1279266	1	Leading Teams: Fostering Effective Communication & Collaboration
NFED 1310221	1	Diversity on the Job: The Importance of Diversity and the Changing Workplace
NFED 2163966	1	Public Speaking Strategies: Confident Public Speaking
NFED 3177086	1	Microsoft Office 2010: Lync Meetings, Calls, Sharing and Collaboration
NFED 1324412	1	Communicating Across Cultures
VA 1339491	1	Crisis Management Refresher
VA 9907	1	Affirming the Commitment (Self-Assessment & Video)
VA 3867902	1	Review of Common References for the Quality Assurance Specialist
VA 3867910	1	Determining Issues for the Quality Assurance Specialist
TBD	2	NICE Training
VA 3937257	1	Evaluating eBenefits/FOIA/PA/CADD types of calls
VA 3937258	1	Referrals, Phone Development and Letters
VA 3937261	1	Evaluating Payment/Debts types of calls
VA 3937263	1.5	Evaluating Status of Claim/Status of Appeal types of calls
VA 3937249	1	Call Quality Evaluation Guide and Scorecard
VA 3867906	1	Write Up Tips and Tricks for the Quality Assurance Specialist
NFED 1279261	1	Using Feedback to Improve Team Performance
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
VA 3834180	12	BAS Call Calibration Sessions
Total	66.15	

**Curriculum ID: VBA-696
Experienced Quality Review Specialists**

TMS Item #	Learning Hours	Title
VA 3861098	8	Speech Analytics and Continuous Improvement Plans
NFED 1278131	1	Business Grammar: The Mechanics of Writing
NFED 1327023	0.25	Giving Appropriate Feedback
NFED 2157000	1	Communicating with Professionalism & Etiquette
NFED 3768926	0.1	Handling Difficult Questions as a Presenter
TBD	8	Curriculum Development Workshop
NFED 2775976	1	Essential Mentoring Techniques: Building & Maintaining Mentoring Relationships
NFED 1279266	1	Leading Teams: Fostering Effective Communication & Collaboration
NFED 2163966	1	Public Speaking Strategies: Confident Public Speaking
VA 1339491	2	Crisis Management Refresher
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
TBD	2	NICE Training
VA 3834180	12	BAS Call Calibration Session
Total	61.35	

**Curriculum ID: VBA-693
Management Analysts**

TMS Item #	Learning Hours	Title
VA 3861098	8	Speech Analytics and Continuous Improvement Plans
VA 3861091	1	Workload Management Plan
VA 3881603	6	Monthly Management Analyst Training Call
TBD	8	Call Center Management Analysts Data and Analysis Training
VA 1339491	1	Crisis Management Refresher
TBD	2	Cisco Training for Management Analysts
TBD	4	NICE Training for Management Analysts
TBD	16	CRM/UDO Training for Management Analysts
VA 3834180		BAS Call Calibration Session- *credit should be taken for attendance, but will not count toward NTC hour requirement
Total	46	

Curriculum ID: VBA-694
Program Support Assistants

TMS Item #	Learning Hours	Title
NFED 2157000	1	Communicating with Professionalism & Etiquette
VA 3861091	1	Workload Management Plan
NFED 3177086	1	Microsoft Office 2010: Lync Meetings, Calls, Sharing and Collaboration
NFED 1358542	1	Moving and Getting around in Excel 2010
NFED 1358635	1	Using Basic Functions with Excel 2010
NFED 1358633	1	Managing, Inspecting, and Recovering Word 2010 Documents
NFED 1358556	1	Formatting and Working with Text in Word 2010
NFED 1368498	1	Embedding Charts and Tables into Word 2010
NFED 1358559	1	Structuring Word 2010 Documents
NFED 1310221	1	Diversity on the Job: The Importance of Diversity and the Changing Workplace
NFED 1324413	1	Culture and Its Effect on Communication
NFED 1310135	1	Interpersonal Communication: Communicating with Confidence
NFED 1310262	1	Time Management: Analyzing Your Use of Time
NFED 1278217	3.5	Conflict, Stress, and Time Management
NFED 1310264	1	Time Management: Avoiding Time Stealers
NFED 1358627	1	Managing SharePoint 2010 Pages and Components
NFED 1358626	1	Managing SharePoint 2010 Sites, Lists, and Libraries
NFED 1278126	1	Business Writing: Know Your Readers and Your Purpose
NFED 1310137	1	Interpersonal Communication: Listening Essentials
NFED 1278127	1	Business Writing: How to Write Clearly & Concisely
NFED 1278128	1	Business Writing: Editing and Proofreading
NFED 1278131	1	Business Grammar: The Mechanics of Writing
NFED 1278130	1	Business Grammar: Working with Words
NFED 3124192	1	Writing Under Pressure: The Writing Process
NFED 1279259	1	Elements of a Cohesive Team
NFED 1279257	1	Being an Effective Team Member
NFED 1310268	1	Decision Making: The Fundamentals
NFED 1310156	1	Using Emotional Intelligence on the Job
VA 3878023	1	Conflict Management and Resolution
NFED 1278928	2	Managing From Within – Self-Empowerment
NFED 1310140	1	Workplace Conflict: Recognizing and Responding to Conflict
VA 1339491	1	Crisis Management Refresher
NFED 1278970	1	Generating Creative & Innovative Team Ideas: Maximizing Team Creativity
NFED 4500227	.5	Communication Methods that Make Sense – and Make Your Point
NFED 1277996	1	Administrative Professionals: Interacting with Others

NFED 1277997	1	Administrative Professionals: Putting Your Best Foot Forward
NFED 1278122	1	Using Email and Instant Messaging Effectively
Total	40	

Attachment 5:***BAS FY 2017 National Training Curriculum –BAS Employee Curriculum***

BAS employees must complete the curriculum that corresponds to the employee's staff within BAS.

**Curriculum ID: VBA-697
BAS Front Office Employees (Non-Management)**

TMS Item #	Learning Hours	Title
NFED 1279264	1	Leading Teams: Developing the Team and its Culture
NFED 1279266	1	Leading Teams: Fostering Effective Communication & Collaboration
NFED 1279259	1	Elements of a Cohesive Team
VA 1339491	1	Suicidal Guidance
NFED 3177086	1	Microsoft Office 2010: Lync Meetings, Calls, Sharing and Collaboration
NFED 1278131	1	Business Grammar: The Mechanics of Writing
NFED 1278130	1	Business Grammar: Working with Words
NFED 1345919	0.6	Project Management Essentials
NFED 1328160	1	Overview of Project Management
NFED 1310264	1	Time Management: Avoiding Time Stealers
NFED 2163966	1	Public Speaking Strategies: Confident Public Speaking
NFED 2157000	1	Communicating with Professionalism & Etiquette
NFED 1310138	1	Interpersonal Communication: Communicating Assertively
NFED 1324412	1	Communicating Across Cultures
NFED 1278970	1	Generating Creative & Innovative Team Ideas: Maximizing Team Creativity
NFED 2068026	1	Communicating During Difficult Times
NFED 1310156	1	Using Emotional Intelligence on the Job
NFED 1279257	1	Being an Effective Team Member
NFED 1279261	1	Using Feedback to Improve Team Performance
NFED 1325118	0.08	Support Your Leader video
NFED 1327070	0.25	Choosing the Right Team Culture interactive video
NFED 3479972	0.3	Contributing in a Team Environment interactive video
NFED 1279260	1	Effective Team Communication
Total	20.23	

**Curriculum ID: VBA-698
Quality Staff**

TMS Item #	Learning Hours	Title
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
VA 3834180	12	BAS Call Calibration Sessions
TBD	2	NICE Training
Total	38	

**Curriculum ID: VBA-699
Training Staff**

TMS Item #	Learning Hours	Title
VA 3861098	8	Speech Analytics and Continuous Improvement Plans
VA 3881583	12	Monthly Training Coordinator Call
TBD	8	Curriculum Development Workshop
TBD	24	Customer Relationship/Unified Desktop-Optimized Training
Total	52	

**Curriculum ID: VBA-701
Site Visit Staff**

TMS Item #	Learning Hours	Title
NFED 1278126	1	Business Writing: Know Your Readers and Your Purpose
NFED 1278128	1	Business Writing: Editing and Proofreading
NFED 1278127	1	Business Writing: How to Write Clearly and Concisely
NFED 1372670	1	Ensuring Excel 2010 Data and Formulas are Right
NFED 1358541	1	Applying Basic Data Formatting in Excel 2010
NFED 1358626	1	Managing SharePoint 2010 Sites, Lists, and Libraries
NFED 1310263	1	Time Management: Planning and Prioritizing Your Time
TBD	4	BAS Quarterly PCT PCR Training Calls
TBD	4	BAS Quarterly PCT Management Training Calls
4500227	.5	Communication Methods that Make Sense – and Make Your Point
NFED 1324413	1	Culture and Its Effect on Communication
NFED 1310135	1	Interpersonal Communication: Communicating with Confidence
VA 3881471	1	Customer Service Training for Public Contact Teams
VA 4183308	1	IRIS/VAI Refresher
VA 3790159	1	Conducting Effective Outreach
Total	20.5	

**Curriculum ID: VBA-702
Web Communications Staff**

TMS Item #	Learning Hours	Title
NFED 1278127	1	Business Writing: How to Write Clearly and Concisely
NFED 1279257	1	Being an Effective Team Member
NFED 3838827	1.5	Project Management Overview
NFED 1376133	1	Introduction to Project Management Using Project 2010
VA 3881577	1	Disability Compensation Refresher
VA 3867860	1	Status of Claim Refresher
VA 3870991	1	Pension Refresher
VA 3881613	1	Education Refresher
VA 3881616	1	Vocational Rehabilitation and Employment Refresher
VA 1321165	1	Introduction to VA Life Insurance
VA 3881617	1	VA Medical Center Refresher
VA 3881572	1	Fiduciary Process Refresher
VA 3881576	1	Survivor Benefit Refresher
VA 3881568	1	Hardship and Homeless Procedures
VA 3881612	1	Ancillary Benefits
VA 3881579	1	DoD Benefit Refresher
VA 1339491	1	Crisis Management Refresher
VA 3874859	1	Fully Developed Claim Refresher
VA 3910924	1	Standard Claims and Appeals Forms
VA 3881571	1	Appeals Process Refresher
Total	20.5	

**Curriculum ID: VBA-703
Access and Business Application Staff**

TMS Item #	Learning Hours	Title
NFED 1310138	1	Interpersonal Communication: Communicating Assertively
NFED 1278217	3.5	Conflict, Stress, and Time Management
NFED 1279348	2	Communication Skills and Project Management
NFED 1310156	1	Using Emotional Intelligence on the Job
NFED 3828686	2	Compensation and Benefits: Regulations, Strategies, and Needs Assessment
VA 1339410	2	Compensation
VA 4181791	2	Compensation Claims
VA 2073965	2	VBMS Conducting Searches (online)
VA 3839240	1	VBMS Training for National Call Centers (online synchronous)
NFED 1310221	1	Diversity on the Job: The Importance of Diversity and the Changing Workplace
NFED 1279260	1	Effective Team Communication

NFED 1279259	1	Elements of a Cohesive Team
VA 77459	1	CP Web-Based DPRIS Training for the User
Total	20.5	

**Curriculum ID: VBA-705
Outreach Staff**

TMS Item #	Learning Hours	Title
NFED 1279348	2	Communication Skills and Project Management
NFED 2011964	1	Public Speaking Strategies: Preparing Effective Speeches
VA 3790159	1	Conducting Effective Outreach
NFED 1278217	3.5	Conflict, Stress, and Time Management
VA 2084024	1.5	Connecting with Veterans
NFED 1341520	1.5	Military Cultural Awareness
VA 2939969	1.5	The History and Impact of Veterans Benefits
VA 3881471	1	Customer Service Training for Public Contact Teams
NFED 1327127	1	Giving Constructive Criticism
NFED 1278127	1	Business Writing: How to Write Clearly and Concisely
VA 3881577	1	Disability Compensation Refresher
VA 3881613	1	Education Refresher
VA 3870991	1	Pension- Related Refresher
VA 3881572	1	Fiduciary Process Refresher
VA 3881616	1	Vocational Rehabilitation and Employment Refresher
NFED 1310221	1	Diversity on the Job
Total	21	

Attachment 6:***BAS FY 2017 National Training Curriculum – Regional Office Public Contact Representatives/Outreach Personnel/Coaches*****Curriculum ID: VBA-706
Public Contact Team LAS/PCR**

TMS Item #	Learning Hours	Title
TBD	4	BAS Quarterly PCT PCR Training Calls
VA 3881471	1	Customer Service Training for Public Contact Teams
NFED 1310158	1	Customer Service Fundamentals: Building Rapport in Customer Relationships
NFED 1278218	1	Customer Service Processes and Procedures
NFED 1310177	1	Customer Service Confrontation and Conflict
VA 3790159	1	Conducting Effective Outreach
VA 1339491	1	Crisis Management Refresher
TBD	1	Dependency Eligibility
TBD	1	Dependency Claim Refresher
NFED 1278126	1	Business Writing: Know Your Audience and Your Purpose
NFED 1278128	1	Business Writing: Editing and Proofreading
VA 3881568	1	Hardship and Homeless Procedures
VA 4177413	2	Military Sexual Trauma Soft Skills Training
VA 3874859	1	Fully Developed Claim Refresher
VA 3881611	1	Reference Materials Refresher
TBD	1	M27 Procedural Updates
VA 3867878	1	FOIA/PA Refresher
VA 3881571	1	Appeals Process Refresher
VA 3881572	1	Fiduciary Process Refresher
VA 3869121	1	Client Requested Letters Refresher
VA 3870971	1	Claim Development Refresher
VA 3881612	1	Ancillary Benefits
VA 3870984	1	Death Related Inquiries Refresher
TBD	1	Derivative Benefits
VA 3881577	1	Disability Compensation Refresher
VA 3870991	1	Pension- Related Refresher
VA 3881613	1	Education Refresher
VA 3881616	1	Vocational Rehabilitation and Employment Refresher
VA 972915	1	Introduction to VA Life Insurance
VA 3881617	1	VA Medical Center Refresher
TBD	4	Quarterly PCT Local Training
VA 3881604	2	State-Specific Issues for PCT
Total	40	

**Curriculum ID: VBA-704
Outreach Personnel**

TMS Item #	Learning Hours	Title
NFED 2011964	1	Public Speaking Strategies: Preparing Effective Speeches
VA 3790159	1	Conducting Effective Outreach
NFED 1278217	3.5	Conflict, Stress, and Time Management
VA 2084024	1.5	Connecting with Veterans
NFED 1341520	1.5	Military Cultural Awareness
VA 2939969	1.5	The History and Impact of Veterans Benefits
VA 4177413	2	Military Sexual Trauma Soft Skills Training
NFED 1310221	1	Diversity on the Job
(Various)	7	Coordinator Training Calls
Total	20	

**Curriculum ID: VBA-707
Public Contact Coach**

TMS Item #	Learning Hours	Title
TBD	4	BAS Quarterly PCT PCR Training Calls
TBD	8	BAS Quarterly PCT Management Training Calls
VA 3790159	1	Conducting Effective Outreach
NFED 1716455	1	Key Strategies for Managing Cross-functional Teams
NFED 1278163	1	Leadership Essentials: Motivating Employees
NFED 2775976	1	Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships
NFED 1310194	1	Business Coaching: Conducting Coaching Sessions
NFED 3124162	1	Handling Difficult Conversations Effectively
VA 3881471	1	Customer Service Training for Public Contact Teams
NFED 1310221	1	Diversity on the Job
VA 1339491	1	Crisis Management Refresher
Total	21	