

**TRAINING & DEVELOPMENT MODEL
WAGE GRADE SYSTEM MODEL
for
TRADE AND LABOR OCCUPATIONS**

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Introduction

The Army Civilian Training, Education, and Development System (ACTEDS) assists the Army in accomplishing its mission. It provides training, education and development to Army civilians to ensure or enhance satisfactory job performance and to prepare high potential employees for advancement to key positions. Career field ACTEDS plans, developed by personnel proponents, establish and document Army-wide training and development standards by occupation thus ensuring consistent possession of knowledges, skills, and abilities by each worker at each grade or level in the occupation. ACTEDS plans are used by line managers to prepare individual development plans for employees and to plan and program for training resources. They are also used by employees for career planning.

This paper provides basic information to be used in the development of ACTEDS plans for occupations identified as trade and labor (previously trade and craft). Trades include skilled and semiskilled occupations such as electrician, welder, mechanic, carpenter, and tool and die maker. Labor occupations include both unskilled work such as laborer, and work requiring minimal skills such as helper, warehouse worker, and janitor.

Because of the broad range of the families in trade and labor occupations and the variety of skills required, even within a single occupation, development of ACTEDS plans for clusters of occupational series, rather than for each trade, may be practical.

1. The Models

a. The Wage Grade System Model (Attachment 1) shows a simplified “picture” of the wage grade system. It depicts the normal range of grade levels of various occupations grouped into several broad categories based on common factors. The model is not intended to depict the work force size in each category, nor indicate progression from one area to another. Career ladders leading to key positions in each career field must be identified by proponents prior to developing ACTEDS plans.

b. The Wage Grade Training and Development Model (Attachment 2) identifies common training and development requirements for trade and labor occupations from trainee through highly skilled levels, including leader and wage supervisor positions. This model should be used in conjunction with other reference material, such as sample career ladders, as a guide in the development of ACTEDS plans.

2. The Objective

The objective of the models is to provide strategies for developing ACTEDS plans for wage grade occupations. The examples of generic training outlined for the broad areas common to jobs, regardless of the occupation, may be used as guidelines for constructing ACTEDS plans. Because of the many differences in duties, skills, knowledges and other aspects of wage grade jobs, technical/functional training requirements are not included in this model and must be developed for each occupation, as required.

3. Definitions

a. Worker positions include non-supervisory jobs in unskilled, semi-skilled or skilled manual-labor occupations which may involve the operation/repair of equipment and conveyances, food preparation and serving, and other “service related” jobs. Full performance at each level depends on skill and knowledge, responsibility and physical effort required to perform the specific job.

b. Helpers are employees with sufficient knowledge of the job requirements to provide assistance to a journeyman. Although they do not work independently, they may perform routine technical tasks under the direction of a journeyman employee or a leader.

c. Trainees are related to a trade and may enter at any grade level although most trainees enter above WAG-1. Trainees are usually distinguished from apprentices in that apprentices are enrolled in a formal training course intended to qualify them at the journey level in a recognized trade such as electrician or plumber.

d. Apprentices learn a skilled trade or craft through systematic long-term programs of instruction and experience, both on the job and in supplemental instructions on all operations, work processes and practical and technical aspects of the trade. Apprentice programs must be officially registered. Apprenticeship programs are one means of maintaining a trade/skills base by growing your own. They provide a basis for upward mobility in blue collar trade fields. Apprentices enter employment in a training status under an approved written agreement to learn a skilled trade. Upon graduation from the program individuals advance to the journeyman level.

e. Intermediate positions involve training or development of skills and knowledges of the trade or craft. Employees perform the duties and tasks requiring more skills than the helper level, up to and including duties and tasks performed by the journeyman of the trade. The duties, performed under close direction, increase knowledge of the trade and develop skills for advancing to journeyman grades.

f. Journeyman positions are the “full performance” level at which jobs are established. Journeyman is the first level at which skilled and semiskilled work is performed independently by the employee.

g. Leaders work along side their employees; and, as a regular and recurring part of their jobs and on a substantially full time and continuing basis, lead workers to (a) accomplish trades and labor work or, (b) train them in the non-supervisory work of trades and laboring occupations.

h. Wage supervisors have full supervisory responsibility including both personnel management tasks and technical work direction for employees in accomplishing trades and labor work.

i. Career ladder refers to a recommended approach to progression from entry level to a key position. A career ladder may be established for one series or cross a variety of series necessary to reach the key position.

4. Suggested Training

a. All new employees require orientation. Mandated by regulation and local requirements, orientation may include New Employee Orientation, Prevention of Sexual Harassment, general shop and safety orientation, and specific training to meet State/Federal certification and/or DA requirements. It may also include orientation deemed necessary by the personnel proponent.

b. If the position has an equivalent MOS, a review of formal military training required for the MOS and of civilian acquired skills identified as appropriate for that MOS (e.g., training obtained at vocational/technical schools) may provide the basis for developing ACTEDS Plan functional training requirements. TRADOC approved MOS-producing courses are one vehicle to obtain functional skills in addition to OJT, civilian correspondence courses, and vocational/technical courses at state, local and private training institutions.

c. Workers, laborers, helpers and other entry level employees (WAG 1-4), who are not in a training and development status, may require only OJT and general orientation.

d. Journeymen and other employees entering at the full performance level may require basic technical training i.e. blue print reading, shop practices and special training to meet State/Federal requirements. Additionally, skills improvement training to remain abreast of new developments in their occupation may be required and prudent.

e. Helpers/trainees are in trainee positions. They receive on-the-job instruction and training deemed necessary by the proponent to acquire skills and knowledges which will enable them to advance in the occupation.

f. Apprenticeship programs, including training, are prescribed by regulation (AR 690-371, The Army Apprentice Program and CPR 900 (C5) 971.1, DA Facilities Engineer Apprenticeship Programs).

g. Wage leaders should complete the Supervisor Development Course (correspondence) to familiarize themselves with basic supervisory skills. They should also attend the Leader Education and Development Course at their installation to obtain team building/leading skills.

h. Wage supervisors are subject to the mandatory and recommended supervisory and managerial core requirements outlined in AR 690-400, Employee Performance and Utilization.

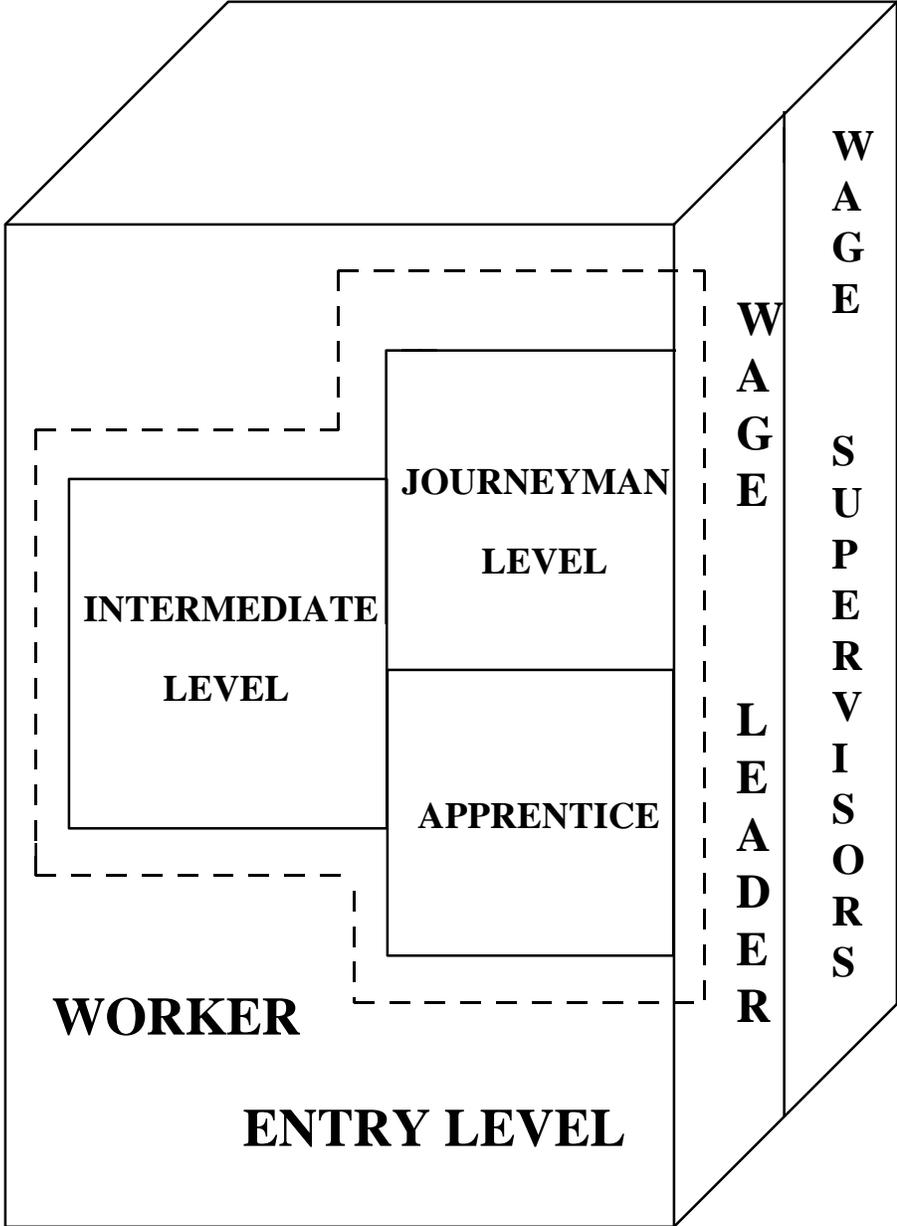
4. Obtaining Assistance. Supplemental information on developing ACTEDS Plans for career field occupations has been provided personnel proponents via memorandum, TAPC-CPP-D, 31 Aug 92, subject: Civilian Integration into the Army Personnel Proponent System--Implementing Recommendation #15 of the Civilian Leader Development Action Plan. Additional information or assistance may be obtained by contacting the Office of the Assistant Secretary of the Army, Manpower and Reserve Affairs, Central Programs Operations Division, ACTEDS Management Branch, 200 Stovall Street, Alexandria, VA 2232-0300, or by calling DSN 221-0614 or (703) 325-0614.

WAGE GRADE SYSTEM

MODEL

**WG/WL/WS OR
NA/NL/NS/NF
EQUIVALENCE**

- 19
- 18
- 17
- 16
- 15
- 14
- 13
- 12
- 11
- 10
- 9
- 8
- 7
- 6
- 5
- 4
- 3
- 2
- 1



**TRAINEES MAY ENTER AT ANY GRADE BELOW SUP/LEADER LEVELS*

NOTE: THE BROKEN LINES SURROUNDING THE APPRENTICE, INTERMEDIATE AND JOURNEYMAN LEVELS REPRESENT FLEXIBLE GRADING OF THOSE LEVELS, I.E., THE ENTRY AND TARGET GRADES WITHIN EACH BOX MAY VARY AT DIFFERENT ARMY LOCATIONS.

WAGE GRADE TRAINING & DEVELOPMENT MODEL

	BASIC SKILLS AND KNOWL .	BASIC TECHNICAL SKILLS & KNOWL.	BASIC SUPERVISORY SKILLS & KNOWL.	ADVANCED LEVEL TECH SKILLS AND KNOWL .	MGMT LEVEL TRAINING	GENERAL ORIENTATION
THIRD LEVEL WAGE SUPERVISORS					AMSC PME OLE	* NEW EMPLOYEE ORIENTATION TOTAL ARMY CULTURE GENERAL SAFETY * POSH, EEO, SAEDA * LOCAL REQUIREMENTS
SECOND LEVEL WAGE SUPERVISORS WG - 12 THRU 16 NF EQUIVALENCE				ADVANCES TRAINING AT CORPORATIONS/ FACTORIES		
FIRST LEVEL WAGE SUPERVISORS NS EQUIVALENCE			* BASIC SUPV * LEAD * POSH * EEO TQM			
WG - 05 THRU 11 ALL WL NL/NA EQUIVALENCE APPRENTICES/ HELPER		NEW EQUIPMENT BASIC TECH TRNG BLUE PRINTS SHOP PRACTICES SPEC TRNG FOR STATE/FEDERAL CERTIFICATION & REQUIREMENTS				
ENTRY WORKER WG - 01 THRU 04 NA EQUIVALENCE	SHOP ORIENTATION SAFETY PRACTICES OJT					

* MANDATORY TRAINING

WGTRNG
6/97

NF = NONAPPROPRIATED FUND POSITIONS
NS = NONAPPROPRIATED FUND SUPERVISORY POSITIONS

NA = NONAPPROPRIATED FUND NONSUPERVISORY POSITIONS
NL = NONAPPROPRIATED FUND LEADER POSITIONS