

## **Chairman Tasker on Evaluation of Training and Development for Administrative Personnel**

Staff Requirements Memorandum (SRM) SRM-M14029A, dated August 11, 2014, from the Briefing on Human Capital and Equal Employment Opportunity, on July 29, 2014, states, "The staff should continue to evaluate training and development for administrative personnel that were affected by the reduction of administrative and corporate support positions with the aim of continuing to apply their experience and skill sets most effectively."

The Office of the Chief Human Capital Officer (OCHCO) continues to develop career planning and learning activities to provide administrative and corporate support staff with opportunities to continue to apply their experience and skill sets effectively. There are various ways for Administrative Assistants and other administrative and corporate support staff to develop their careers at the NRC.

The Training Portal accessed from the main NRC Intranet page provides all employees with a "one stop shop" for the information and resources needed to develop and strengthen career, management, and leadership skills. From this portal, employees can access the Individual Development Plan (IDP) SharePoint site, the Leaders' Academy SharePoint sites as well as the SharePoint sites listed under Staff Development. There are links to articles, videos, books, online training, and other offerings within the NRC's training catalog in iLearn, the learning management system used by the NRC. Employees can determine which competencies they wish to develop and strengthen by clicking on corresponding links to access the available resources.

Administrative staff along with all agency staff are encouraged to prepare an IDP. The IDP (NRC Form 321) is a blueprint for one's career. It is a living document that can be changed over the lifetime of one's NRC career. The IDP gives both employees and supervisors the opportunity to set developmental objectives and goals, identifying necessary learning and experience to attain them. The IDP SharePoint site offers easy access to the NRC Form 321 and other resources to aid in the creation of an IDP. To encourage employees to develop and use IDPs, OCHCO has developed and provided training for both employees and supervisors.

The NRC offers employees a variety of learning resources to support their identified developmental needs. These include instructor-led classroom courses available in-house at the NRC Professional Development Center (PDC) and the Technical Training Center (TTC). Integrated within iLearn, "Books 24/7" offers on-demand, instant access to the complete text of thousands of best-in-class books, book summaries, research reports and best practices; and Skill Soft/Leadership Advantage, which provides over 2000 online courses using multiple modes of instruction, including text, video, and interactive practice activities to keep the learning quick, easy, and engaging. All of these resources are available to employees and do not require additional funding requests. In addition, employees can also request to participate in external training provided by outside vendors at additional cost to the agency. These requests are identified by the employee and their supervisor and submitted when the call for external training is made to the Offices. Some career paths require education beyond high school. The Office of Personnel Management (OPM) has partnered with University of Maryland - University College and Champlain College to offer Federal employees opportunities to pursue online Bachelor's and Master's degrees at discounted rates.

The NRC offers career growth opportunities within the Administrative Assistant occupational series. Division level Administrative Assistants are typically GG-7/8 levels. At the Office level they can attain GG-9/10 levels, and in the EDO office they can attain GG 11/12 levels. At the Commission level they serve on time-limited appointments and depending on the level of responsibility, they can attain GG-14 level. To reach NRC-specific competency levels, Administrative Assistants have the opportunity to participate in the Administrative Assistant Qualification Program (AAQP). The AAQP is comprised of courses at the PDC and other activities.

The new Leaders at All Levels Certificate Program (LCP) launched in March 2016 for staff at the GG-7 through GG-12 levels. This program consists of online and classroom learning on topics such as written and oral communication, emotional intelligence, conflict management, problem solving, critical thinking, customer service and influencing skills. By developing a culture of continual learning, staff that will be able to develop foundational skills that can make them successful in their positions, which could then lead to further career advancement.

For administrative staff looking to advance to supervisory positions, the agency offers the Aspiring Leaders Certificate Program (ALCP). This is a non-competitive NRC leadership development program open to senior staff (GG-13 through GG-15). Although the ALCP is not a prerequisite and will not affect employees' selection for future participation in a Leadership Potential Program (LPP), it is an excellent way for employees to explore their desire to develop their careers as future supervisors. The program includes coursework, development of an IDP, and working with a mentor.

All staff can participate in NRC Mentoring, either as a mentor, mentee, or both. Mentoring is a positive developmental relationship where one person invests their time and expertise to enhance another person's growth, knowledge and abilities. The NRC Mentoring Program is designed to foster a mutually rewarding and beneficial experience resulting in knowledge exchange and personal growth.

Information regarding learning opportunities, certificate programs, and available educational resources are communicated regularly to all agency staff via General Announcements, supervisor emails, *NRC Reporter* articles, and at all-hands meetings at the branch, division, and office-levels.