MD 10.77	EMPLOYEE DEVELOPMENT AND TRAINING	DT-17-205

Volume 10,	Personnel Management
Part 3:	Performance Appraisals, Awards, and Training

Approved By:	Miriam L. Cohen Chief Human Capital Officer
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Issuing Office:	Office of the Chief Human Capital Officer Human Resources Training and Development

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EXECUTIVE SUMMARY

Management Directive (MD) 10.77, "Employee Development and Training," is being revised to—

- Reflect U.S. Nuclear Regulatory Commission organization changes to include the establishment of the Human Resources Training and Development (HRTD) division and the Professional Development Branch and Learning Operations Branch under the Associate Director for Training and Development/Chief Learning Officer (CLO) in the Office of the Chief Human Capital Officer (OCHCO).

- Clarify the responsibilities of the Associate Director for Training and Development to include maintaining the official training records system.

- Describe the training governance role of the Human Capital Council.

- Clarify the role of supervisors to include approving the withdrawal of an employee from a course.

MD 10.77 includes a new directive handbook that reflects the implementation of the NRC learning management system as the agency's official personnel training records system and incorporates Federal employee training requirements and guidance found in the United States Code, *Code of Federal Regulations*, relevant public laws, Government Accountability Office (GAO) Decisions, and the U.S. Nuclear Regulatory Commission and National Treasury Employees Union Collective Bargaining Agreement.

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I. POLICY

A. The U.S. Nuclear Regulatory Commission provides training that improves individual and organizational performance to assist in achieving the agency's mission and performance goals in accordance with United States Code, Section 4103, "Establishment of Training Programs" (5 U.S.C. Section 4103).

B. The NRC strives to provide sufficient time, during working hours, for employees to complete necessary learning and development activities to meet job performance goals.

II. OBJECTIVES

– Provide training and development programs for employees whose positions have formal qualification requirements.

– Provide training and development programs for employees to learn and maintain the skills needed to perform their current job effectively.

– Provide training and development programs for employees to broaden their capabilities to meet the agency's expected future skill needs.

– Evaluate the effectiveness of current training and assess training needs to determine future training offerings.

– Store and maintain accurate training records for all internal and external training attended by NRC staff.

– Provide adequate administrative controls to ensure that funds are only obligated or expended for employee training that meets identified needs for knowledge, skills, and abilities bearing directly upon the performance of official duties detailed in Pub. L.104-208, Section 624(a)(1).

III. ORGANIZATIONAL RESPONSIBILITIES AND DELEGATIONS OF AUTHORITY

A. Executive Director for Operations (EDO)

Oversees the establishment, operation, maintenance, and evaluation of technical and professional development training programs.

B. Chief Human Capital Officer (CHCO)

1. Plans and implements NRC policies, programs, and services to provide for the effective organization, utilization, and development of the agency's employees.

2. Authorizes training for NRC employees in accordance with 10 CFR 1.39(c), "Office of the Chief Human Capital Officer." Authorizes training for the States in accordance with the Atomic Energy Act of 1954, as amended. Section 274(i) of the Act states, in part, that "The Commission is also authorized to provide training, with or without charge, to employees of, and such other assistance to, any such State or political subdivision thereof or group of states as the Commission deems appropriate."

3. Provides organizational and managerial development services to the NRC in accordance with 10 CFR 1.39(f).

4. Delegates authority, as appropriate, in writing to office directors and regional administrators to authorize training for their employees.

5. Approves or disapproves a waiver request from employees for repayment of government-paid expenses incurred by the NRC for training when an employee fails to satisfactorily complete training.

6. Approves exceptions to this policy on a case-by-case basis.

C. Human Capital Council

Provides overall governance for training, endorses new training initiatives, and reviews and approves agencywide required training as described in the Human Capital Council Charter (ML14155A126).

D. Associate Director for Training and Development and Chief Learning Officer (CLO)

1. Plans, implements, and provides training and development policies, procedures, and programs designed to establish, maintain, and enhance the regulatory, technical, professional, and leadership competencies needed by NRC employees to accomplish the agency's mission.

2. Oversees and manages the development and procurement of training to meet the needs of agency personnel and, when requested, assists the regions in procuring and managing training specific to the regional personnel.

3. Maintains the agency's learning management system as the Official Personnel Training Records System to record training requests and authorizations, evaluations, and supporting documentation (80 *Federal Register* (FR) 16938, March 30, 2015).

4. As requested, provides ad-hoc reports from the agency's learning management system regarding completion statistics for required training.

E. Office Directors and Regional Administrators

1. Periodically provide the Chief Human Capital Officer with forecasts of training needs for the office or region, including the type of training required, the number of employees requiring training, and when the training will be required.

2. Schedule appropriate time at Division Director Counterpart Meetings to discuss training issues.

3. Nominate employees for management developmental programs and ensure staff enrolls in required or appropriate NRC qualification programs. Office directors and regional administrators may delegate this responsibility to an employee's supervisor.

4. Approve or disapprove their office or regional office response to the external training data calls following NRC external training and development guidelines and the limits of their individual delegations of authority, or delegate this responsibility to an employee's supervisor.

F. First Line Supervisors

1. Periodically, but at a minimum when a supervisor meets with an employee to discuss his or her rating of record, the supervisor will reserve time to discuss the requirements of employee qualification and development programs, the training and development needs of the employee, and the needs of the agency. This discussion can result in the preparation and approval of an Individual Development Plan (IDP) (see NUREG/BR-0086, Rev. 5, "The Individual Development Plan (IDP) Process," October 2008), and the Collective Bargaining Agreement Between U.S. Nuclear Regulatory Commission and National Treasury Employees Union, Article 26.9, "Individual Development Plan (IDP)," or similar training plan. If required training or

skill needs are identified, the line manager or supervisor will assist the employee in identifying specific training courses and programs to address these areas.

2. Approve or disapprove all training requests for their staff on the basis of the appropriateness of the training and available resources.

3. Ensure that employees confirmed for training attend the training, and verify external training attendance in the NRC learning management system.

4. Adjust work schedules as necessary to allow an employee to participate in approved training.

5. Approve or disapprove all requests by employees to withdraw from a course prior to the cancelation date specified in the session confirmation e-mail.

6. Withdraw an employee from a course in the event of extenuating circumstances, such as an illness or agency emergency.

G. Employees

1. Attend courses for which attendance has been confirmed and devote the effort required to achieve the maximum benefit from the training program.

2. Evaluate both internal and external courses through the NRC learning management system evaluation forms.

3. For an external course, submit course completion verification information in the NRC learning management system within 5 days of course completion.

4. Complete assigned mandatory training within the published completion period.

IV. APPLICABILITY

The provisions of this directive and handbook apply to and must be followed by all NRC employees and contractors, as appropriate. Management Directive (MD) 10.13, "Special Employment Programs," provides training guidelines and restrictions with respect to NRC student employment programs.

V. DIRECTIVE HANDBOOK

Handbook 10.77 provides general training guidelines, restrictions, criteria, and procedures for the selection, registration, confirmation, and evaluation of internal and external training courses. Handbook 10.77 also provides references to descriptions of NRC-sponsored employee development and training programs.

VI. REFERENCES

Code of Federal Regulations

5 CFR Part 317, "Employment in the Senior Executive Service."

5 CFR Part 410, "Training."

5 CFR Part 412, "Supervisory, Management, and Executive Development."

10 CFR 1.39, "Office of the Chief Human Capital Officer."

41 CFR Part 301-74, "Conference Planning."

Government Accountability Office

Scope of Professional Credentials Statute (B-302548), August 20, 2004, available at http://www.gao.gov/decisions/appro/302548.htm.

Nuclear Regulatory Commission Documents

"Collective Bargaining Agreement Between U.S. Nuclear Regulatory Commission and National Treasury Employees Union," November 9, 2015, at http://www.internal.nrc.gov/HR/pdf/cba.pdf.

Human Capital Council Charter, June 5, 2014 (ML14155A126).

Management Directives—

10.13, "Special Employment Programs."

10.42, "Work Schedules and Premium Pay."

10.78, "NRC Nuclear Safety Professional Development Program."

10.135, "Senior Executive Service (SES) Employment and Staffing Programs."

14.1, "Official Temporary Duty Travel."

NUREG/BR-0086, Rev. 5, "The Individual Development Plan (IDP) Process," October 2008, available at (ML090490452).

Web Sites—

NRC's iLearn Operating Procedures and Job Aids: http://www.internal.nrc.gov.

NRC's Learning Management System (iLearn) Course Catalog: https://ilearnnrc.plateau.com/learning/user/login.jsp.

Office of the Chief Human Capital Officer SharePoint Site: http://fusion.nrc.gov/ochco/team/training/external/default.aspx.

Office of the Chief Human Capital Officer Web Site:
http://www.internal.nrc.gov/HR/.

Office of the Federal Register

Official Personnel Training Records – NRC (80 FR 16938, March 30, 2015).

United States Code

Academic Degree Training (5 U.S.C. 4107(b)(2)).

Atomic Energy Act of 1954, as amended (Pub. L. 83-703) (42 U.S.C. 274(i) and 2011 et seq.).

Definitions (5 U.S.C. 4101).

Establishment of Training Programs (5 U.S.C. 4103).

Membership Fees; Expenses of Attendance at Meetings; Limitations, (5 U.S.C. 5946).

Rehabilitation Act of 1973, Section 508, as amended (29 U.S.C. 794d).

Training Restrictions (Pub. L. 104-208, Section 624(a)(1)).

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For updates or revisions to policies contained in this MD that were published after the MD was signed, please see the Yellow Announcement to Management Directive index (YA-to-MD index).

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I. GENERAL TRAINING INFORMATION AND PROVISIONS

A. Purpose

This handbook provides general training guidelines and restrictions. Definitions of terms used in this handbook are provided in Section V, "Glossary."

B. Guidelines

1. Equal Opportunity for Training and Development

    (a) The U.S. Nuclear Regulatory Commission provides training and development opportunities to employees without regard to political preference, race, color, religion, national origin, sex, marital status, age, or handicapping condition and with proper regard to their privacy and constitutional rights. NRC ensures that the selection of employees for training and development opportunities is consistent with merit selection principles and provides procedures to ensure accessibility to

individuals with disabilities *(*see 5 CFR 410.302, "Responsibilities of the Head of an Agency").

(b) The NRC does not allow training in any facility that discriminates in the admission or treatment of students because of factors such as those stated above.

2. Identifying Training Needs

Employees and supervisors should meet on a regular basis to discuss the requirements of employee qualification and development programs, the training and development needs of the employee, and the needs of the agency. This discussion can result in the preparation and approval of an Individual Development Plan (IDP) or similar training plan. If required training or skill needs are identified, specific training courses and programs should be identified to address these areas. For advice on the selection of specific courses, the employee may contact his or her supervisor.

3. Work Time for Training and Development

The agency strives to provide sufficient time, during working hours, for employees to complete learning and development activities required to meet job performance goals. Employees may attend external training events, such as evening college courses, on their own time at Government expense. Supervisors may approve employees to attend internal or external training during duty hours.

4. Examinations, Licenses, and Certification

The NRC may pay for training to prepare an employee for an examination, license, or certification when the training is relevant to the agency's mission (see Government Accountability Office Decision B-302548, "Scope of Professional Credentials Statute"). The NRC does not pay for certification examinations unless the actual certification is required as an individual's condition of employment to support the agency's mission. The NRC may pay for examinations that serve as a diagnostic tool or are part of a training program. Although the agency is authorized to use training funds to pay for certifications, any such expenses must still be considered as necessary costs of training. Only examinations for agency-required certifications are considered necessary costs of training.

5. Meetings and Conferences (5 CFR 410.404, "Determining if a Conference is a Training Activity")

(a) The NRC may use training funds to support an employee's attendance at a conference if the following criteria are met:

(i) The conference's announced purpose is educational or instructional.

(ii) More than half the time scheduled for planned exchanges of information is between presenters and an audience.

(iii) The conference's content is germane to improving individual and/or organizational performance.

(iv) Developmental benefits will be derived through employee's attendance.

(b) Events not meeting these criteria are not considered training events.

(c) The NRC payment is contingent upon supervisor approval and availability of resources.

6. Accessibility (5 CFR 410.302(a)(2))

(a) The NRC provides training and development systems that comply with accessibility standards for electronic and information technology systems as defined in Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d).

(b) The NRC can pay for expenses necessary to make training accessible to all employees (e.g., interpreters for the hearing impaired and readers for the visually impaired).

7. Training Expenses

(a) The NRC can pay all or part of the expenses of authorized internal and external training, including tuition, registration fees, and costs of instructor-required course materials as books, audio tapes, and computer discs.

(b) Supervisors and employees may agree to share the costs of training. Training may occur on either duty or personal time. All or part of the training and travel expenses may be paid by the agency or by the employee. The supervisor and employee should agree to any cost-sharing arrangements at the time the request for external training is approved and the request should only reflect the number of duty hours and the training and travel costs to be paid by the Government.

8. Training of Contractors

The NRC is permitted to train contractors only in skills that they were not required to bring to the job, since contractors are selected for their expertise in a subject area. Contractors may be trained in rules, practices, procedures, or systems that are unique to the NRC and essential to the performance of the contractor's assigned duties. Attending such training must be identified as an activity in the applicable contract.

9. Training of Other Non-NRC Personnel

(a) Generally, the NRC's appropriated funds are used to provide training to NRC personnel to enable them to efficiently carry out agency mission-related activities. Absent specific statutory authority, NRC's appropriated funds may not be used to provide training to non-NRC personnel if providing that training results in any

increased costs to the NRC. These guidelines are established to ensure that the NRC's appropriated funds are not misused. Whenever the agency plans to provide training to non-NRC personnel, other than those specified below, the organization requesting the training (e.g., Human Resources Training and Development (HRTD), Office of the Chief Human Capital Officer (OCHCO), or other NRC organization) must consult the Office of the General Counsel before providing the training. For additional information outlining training requirements for student volunteers, see Management Directive (MD) 10.13, "Special Employment Programs."

(b) The NRC has specific authority to provide training to Agreement State personnel as described in Section 274(i) of the Atomic Energy Act. The NRC is also responsible for providing certain training to the master material licensee staff of the U.S. Navy, U.S. Air Force, and the U.S. Department of Veterans Affairs. This training can be on a reimbursable or non-reimbursable basis.

(c) The Office of International Programs (OIP) maintains the NRC's Bilateral Arrangements. The Arrangements provide the legal basis for NRC's bilateral programs of assistance and cooperation with foreign countries or entities. HRTD must verify with OIP the status of the Arrangement with the specific country prior to enrolling a student from that country's regulatory agency in an HRTD-sponsored course.

(d) In general, the NRC does not have the authority to provide training to licensee personnel or other members of the general public. Student volunteers are members of the general public but are allowed to attend internal training for rules, practices, procedures, or systems that are unique to the agency and essential to the performance of the student volunteer's assigned duties. See MD 10.13.

10. Travel Costs

NRC may pay travel costs associated with attendance at a training program. Requirements for official travel are described in MD 14.1, "Official Temporary Duty Travel."

C. Restrictions (10 CFR 1.39 (c) and (f))

1. Training Procurement and Development

OCHCO provides training and managerial and organizational development services to the agency. This includes procuring and developing training programs and materials and conducting organizational development interventions and activities. Delegated office directors and regional administrators may procure or provide training within the limits of their specific delegations of authority from the Chief Human Capital Officer (CHCO).

2. Academic Degree Training

(a) The NRC may not pay or reimburse the costs of academic degree training for the sole purpose of providing an employee an opportunity to obtain an academic degree or qualify for appointment to a particular position for which the academic degree is a basic requirement (see 5 U.S.C. 4107(b)(2), "Academic Degree Training").

(b) The CHCO may establish planned, systemic, and coordinated agency employee development programs that lead to an academic degree (e.g., the Graduate Fellowship Program). These programs must be linked to accomplishing the agency's strategic goals and contribute significantly to meeting identified agency training needs or resolving identified agency staffing problems or goals in the agency's strategic plan.

(c) Training provided from academic degree programs must be accredited and provided by a college or university that is accredited by a nationally recognized body and to the greatest extent practicable, makes use of online degree training. The agency programs providing employees with opportunities to obtain academic degrees must be consistent with merit system principles and provide employees effective education and training to improve organizational and individual performance.

(d) The CHCO's authority to fund an individual employee to obtain an academic degree is not further delegated. However, OCHCO and delegated office directors and regional administrators may pay for individual college courses that are otherwise appropriate uses for training funds within the limitations of their delegated authorities for procuring external training. The training may not be just for the purpose of completing a degree requirement and the authorizing official must ensure that the training is associated with the employee's current or anticipated duties related to the agency's mission (see 5 CFR 410.308, "Training to Obtain an Academic Degree").

(e) College and/or university courses may be paid for as part of an external training request, utilizing a Standard Form (SF) Form 182, "External Training Request, Authorization, Agreement, and Certification of Training," submission through the [iLearn Web site](), if the course provides the most adequate training in fulfilling the training need at the best value for the agency. In certain instances, this course also may count toward a degree, which is permissible.

3. Agreements to Continue in Service (5 CFR 410.309)

(a) When an employee attends a training course or program provided by, in, or through a nongovernment provider that exceeds 80 hours and NRC pays any of the training expenses, the employee is required to sign a continued service agreement. See the Collective Bargaining Agreement Between U.S. Nuclear

Regulatory Commission and National Treasury Employees Union, Article 26.3, "Non-Governmental Training in Excess of 80 Hours."

(b) As part of this agreement, the employee agrees to remain working at the NRC for at least three times the length of the training period. Should the employee voluntary leave the agency before fulfilling the agreement, he or she must reimburse the agency for the full tuition and related training fees (including travel) paid in connection with the training.

4. Membership Fees

(a) The NRC is not permitted to pay for individual membership fees in a professional association unless membership is a prerequisite for the employee to obtain required credentials, such as a license to practice a profession (see U.S. Government Accountability Office (B-302548) "Scope of Professional Credentials Statute," August 20, 2004).

(b) Payment of the cost of voluntary membership in a group of professionals who are already credentialed is prohibited (see 5 U.S.C. 5946, "Membership Fees; Expenses of Attendance at Meetings; Limitations").

(c) In certain instances, the payment for an external training course may result in membership to the organization, which is permissible.

5. Premium Pay

Employees may not receive premium pay while in a training status except under circumstances specified by regulations promulgated by the Office of Personnel Management (see MD 10.42, "Work Schedules and Premium Pay").

6. Promotion

The NRC must follow merit procedures when selecting an employee for a training program that may lead to a promotion without further competition (see 5 CFR 410.307(b), "Training for Promotion").

7. Approving Training

An employee may not approve his or her own training request. A training request must be approved by the supervisor. Once approved, an employee must obtain his or her supervisor's approval to withdraw from a training course.

II. INTERNAL TRAINING

A. Purpose

This section provides the criteria and procedures for the selection, registration, confirmation, and evaluation of internal training courses. Internal training is provided by or procured under the guidance of HRTD or the regions and includes agencywide required training, position or role specific required training and other technical and nontechnical training (see Section V, "Glossary," of this handbook).

B. Enrollment

1. Internal training courses are listed in the NRC's Learning Management System (iLearn) Course Catalog. The catalog includes a brief description, prerequisites, applicability, and location for each course, as well as special registration requirements. When selecting participants for courses that have waitlists, priority is given to participants enrolled in qualification programs and those who meet prerequisites for the course. iLearn is available on the NRC internal Web site at http://www.internal.nrc.gov.

2. An employee must have the approval of his or her supervisor both to enroll in an internal training course and to withdraw from a training course after being enrolled.

3. Course enrollment guidelines, including procedures for course registration, confirmation, waitlist, withdrawal, no-shows, overbooking, incompletes, waivers, and equivalency are documented in the NRC iLearn operating procedures and job aids. These reference documents are available from iLearn on the NRC internal Web site at http://www.internal.nrc.gov.

C. Attendance

An employee who registers for an internally-sponsored training course is expected to attend the entire course, including all planned activities, to receive credit for course attendance. An employee who misses any portion of a course is graded as "incomplete" and is required to take the entire course again to receive "completed" status. When an employee misses portions of a course due to extenuating circumstances, including illness or personal emergency or agency emergency, the employee's division director may request, in writing, that the Chief Learning Officer assess whether other methods for course completion, including attendance at missed sessions, directed self-study, or a makeup examination may be permitted.

D. Evaluation and Course Completion

1. At the conclusion of a training course, NRC students are provided an opportunity to complete an electronic course evaluation form through iLearn. Evaluations are used by the training staff to assess and improve internal training programs.

2. HRTD staff maintains course attendance records in iLearn.

3. Some courses require attendees to satisfactorily complete a written or practical examination for completion. Standards for satisfactory completion are specified in the individual course objectives.

III. EXTERNAL TRAINING

A. Purpose

1. External training is training provided outside of the agency to an NRC employee. Employees and supervisors should meet on a regular basis to discuss the employee's training and development needs and the needs of the agency. This discussion can result in the preparation and approval of an IDP, or Executive Development Plan (EDP). (See Section V, "Glossary," for more information.)

2. Once the employee and supervisor identify competency needs and gaps, they should identify specific training courses, activities, and programs to address these areas. For advice on specific courses, the employee or supervisor may review the iLearn Course Catalog for internal options, including e-books available through Books 24x7 or online Webinars and videos.

B. External Training Approvals

1. OCHCO and delegated office directors and regional administrators, within the limits of their delegation of authority from the CHCO, may use allocated funds to acquire external training using the SF-182, "External Training Request, Authorization, Agreement, and Certification of Training," process. As part of the centralization of external training in Fiscal Year 2014, supervisors are to consider both agency need and organizational impact criteria when approving external training requests.

2. OCHCO or delegated managers should prioritize training resources in a way that results in improving near term and longer term individual and organizational performance in those areas where most needed. A supervisor should use the following guidance when prioritizing external training requests.

   (a) Priority 1

   Training that fulfills formal qualification requirements. This includes mandatory training and training and education required for developmental programs for which employees have been formally selected through competition or by their office director or regional administrator.

   (b) Priority 2

   Training and education that provides, improves, or maintains skills needed to perform the employee's current duties relating to the agency's mission.

(c) Priority 3

Training and education that provides, improves, or maintains skills needed to perform the employee's anticipated duties relating to the agency's mission.

3. When OCHCO or a delegated manager determines that an employee's training need should be met by attending formal training, OCHCO or the delegated manager should follow these guidelines to help select the most cost-effective training venue:

(a) First, assess whether internal training is available that addresses the specific skill. Managers should use internal training or other Government agency training (when available at no additional cost) instead of purchasing external training. To find available internal training courses, you can browse or search the iLearn course catalog.

(b) If internal training or other Government agency training is not available, using an external training provider may be appropriate. If the training is provided from an enterprisewide contract (EWC), then consider the EWC source first. Arrangements with EWC suppliers generally provide training services at the most favorable cost. A list of EWC providers can be obtained from the Acquisition Management Division, Office of Administration.

(c) If training is not provided from an EWC then the training may be procured from another external vendor. For any given skill, there are often numerous training provider options. Those options should be evaluated and selected based on a combination of the following factors to ensure the best value for the Federal Government: training cost, schedule availability, and geographic location.

4. If a manager determines that external training is the most appropriate method for providing the training, the external training process should be followed. The current process can be found on the OCHCO's SharePoint site, at http://fusion.nrc.gov/ochco/team/training/external/default.aspx.

C. External Training Attendance and Completion

1. Employees must submit registration information for external courses by completing the SF-182 Form in iLearn. Please refer to External Training Guidance on the OCHCO's SharePoint site.

2. Employees must provide evidence that they satisfactorily completed external training, usually by completing the verification portion of the SF-182. Employees who fail to satisfactorily complete the training provided by, in, or through a nongovernment facility shall reimburse the NRC for all tuition and related, Government-paid training expenses, incurred by the NRC. An employee may request to waive repayment when unforeseen emergencies prevented the successful completion of the training (see 5 CFR 410.405, "Protection of Government Interest").

IV. EMPLOYEE DEVELOPMENT PROGRAMS

A. Purpose

1. This section provides general information on NRC-supported employee development programs.

2. The NRC offers a variety of formal programs that enhance the development of employees' work skills and competencies. These programs can have full- or part-time components and staff may participate in the programs during regular work hours. Some of the programs are open to all staff, and some require selection and competition for participation.

3. The NRC sponsors development programs in four broad areas: professional career development programs; leadership, managerial, and supervisory programs; technical development programs; and qualification programs (see Section IV.B through Section IV.D of this handbook). Provided below is a description of each program. For additional information about any of these programs, including eligibility requirements, refer to the OCHCO's Web site.

B. Professional Career Development Programs

1. Nuclear Safety Professional Development Program

   The NRC conducts the Nuclear Safety Professional Development Program (NSPDP) to recruit and train entry-level employees and provide them with a broad exposure to NRC's work and role in the regulatory process. The NSPDP is described in MD 10.78, "NRC Nuclear Safety Professional Development Program."

2. Speech Enhancement

   The NRC Speech Enhancement Program is designed to assist NRC employees who speak English as a second language in improving their articulation, pronunciation, and other applicable oral communication skills, to enable them to more effectively communicate with colleagues, supervisors, and senior managers.

3. Career Counselling

   The NRC Career Counselling Program helps employees examine their career decisions and develop new career strategies for the future. The program provides employees an opportunity to explore career-related issues in a confidential manner.

4. Mentoring Program

   (a) The Mentoring Program provides NRC employees an opportunity to discuss their career goals and aspirations with experienced NRC employees who volunteer to serve as mentors on a one-to-one basis. The program incorporates a variety of mentoring approaches for generating and transferring knowledge relevant to the individual and the NRC's mission.

(b) Participation as a mentor or mentee is voluntary. Full- or part-time employees are eligible to participate as mentors and mentees. Each mentoring relationship will vary according to the needs and interests of the mentor/mentee.

(c) Participants in the NRC Mentoring Program are accepted throughout the year. Training classes for matched mentors and mentees and other mentoring events are scheduled periodically in iLearn.

5. Developmental Rotations

Rotational assignments are generally short term lateral assignments of employees to other functions and components within the agency. The purpose of rotational assignments is to develop greater overall capability and versatility within the staff in order to better accomplish the mission of the agency. Such assignments are designed to develop employee skills, foster a greater understanding of NRC programs, develop greater cohesion and cooperation among the staff, and provide employees with broader experiences and new challenges.

C. Leadership, Managerial, and Supervisory Programs

The NRC maintains a Leaders' Academy (LA) as the umbrella organization for leadership development in the agency. Each LA program described below provides the appropriate training for managers and staff to be able to meet challenges and enhance their leadership competencies at the appropriate level in their careers.

1. Supervisory Development Program

The NRC Supervisory Development Program (SDP) provides courses to develop NRC's managers and supervisors. As part of the program, managers and supervisors may take courses within varying developmental levels consisting of mandatory basic supervisory core courses, specialized management courses, and public administration courses. New supervisors are required to complete the SDP requirements (or their equivalents), which is a 15-course training curriculum, within 2 years after starting a supervisory position. This requirement is in accordance with 5 CFR 412, "Supervisory, Management, and Executive Development."

2. Senior Executive Service Candidate Development Program

The NRC conducts an Senior Executive Service Candidate Development Program (SESCDP) in conformance with all applicable statutory and regulatory authorities related to merit selection and SESCDPs, including but not limited to the regulations in 5 CFR Part 317, "Employment in the Senior Executive Service," and 5 CFR Part 412, "Supervisory, Management, and Executive Development." NRC is an excepted service agency but operates a merit system, recognized in its Interchange Agreement with the Office of Personnel Management (OPM).

(a) The SESCDP provides high-potential GG-15 (or equivalent) employees with training and developmental activities that prepare them for future positions as

senior executives within the NRC and the Federal Government. This program is tailored to each participant's own developmental needs focusing on the requirements for the SES as established by OPM.

(b) The SESCDP is offered on an as-needed basis. Once the NRC announces a call for nominations, employees interested in participating in this program apply and then are competitively selected.

(c) After completing the program and initial OPM certification, employees may be selected for an SES position without further competition. The SESCDP is described in MD 10.135, "Senior Executive Service (SES) Employment and Staffing Programs."

3. Leadership Potential Program (LPP)

(a) The LPP provides high-potential, nonsupervisory GG-13 and above employees with training and developmental activities that prepare them for future positions as supervisors and managers within the NRC. This 12-month program is tailored to each participant's own developmental needs, focusing on those competencies needed as successful supervisors at NRC.

(b) The LPP is offered on an as-needed basis. Once the NRC announces a call for nominations, employees interested in participating in this program apply and are competitively selected.

(c) After completing the program, employees are not guaranteed a supervisory position, and participation in the LPP is not required to apply for supervisory positions at the NRC.

4. Executive Development Program (EDP)

The NRC offers a variety of learning events through which executives can enhance their leadership competencies. These include, but are not limited to, Executive Leadership Seminars (ELS) that are offered quarterly, special topic seminars, coaching and EDP development, 360 degree evaluation and other learning instruments, online leadership learning opportunities, and external training.

D. Technical Development Programs

1. Graduate Fellowship Program

The Graduate Fellowship Program (GFP) is a method for addressing gaps or shortages in the agency's critical skill needs. The NRC GFP is announced on an as- needed basis. The GFP is used primarily in cases where specific skills needed by the agency cannot be obtained through more cost-effective means including recruiting.

2. Qualification Programs

Qualification programs define training and qualification requirements for specific positions in the NRC program, regional, or corporate offices. The programs also may establish the requirements for completing refresher and continuing training needed to maintain an employee's qualification. Qualification programs may involve examination or certification by a board of experts. The completion of an individual qualification training requirement is recorded in iLearn as a training record.

V. GLOSSARY

Agreement States

Those States that have assumed regulatory authority through formal agreements with the NRC in accordance with Section 274 of the Atomic Energy Act to regulate the use of by-product materials, source materials, and less-than-critical mass quantities of special nuclear material by establishing and implementing adequate and comparable regulatory programs.

Approving Official

An office director or regional administrator, or any person to whom he or she has delegated authority in writing to approve external training requests.

Authorizing Official

The Chief Human Capital Officer (CHCO) or any person to whom he or she has delegated authority, in writing, to authorize external training.

Continued Service Agreement

An agreement between the NRC and the employee that documents the time an employee agrees to remain working at the NRC after attending a training assignment, the cost of which has been borne in whole or in part by the NRC.

Course

A training event developed by training professionals and delivered in a highly structured manner.

Course Evaluation

A survey to review the content and activities of a course and gather input about a course to assess its effectiveness.

Executive Development Plan (EDP)

A plan of action prepared by a senior executive describing the executive's short-term and long-term developmental activities identified to enhance the executive's performance. These activities should meet organizational needs for leadership, managerial improvement, and results.

External Training

Training provided outside of the NRC to employees, usually on an individual basis. External training is approved in iLearn using Standard Form (SF) 182.

Individual Development Plan (IDP)

A plan of action prepared by an employee and approved by the supervisor describing skills needed and the corresponding training and developmental activities identified to meet an employee's specific career goals.

Internal Training

Training provided or sponsored by Human Resources Training and Development (HRTD) or by other NRC offices.

Item (iLearn)

A container for a unit of learning that you can assign to a user and track its completion.

Learning

A broad concept in the sense that competencies can be developed in a variety of ways. For example, learning events can be formal, such as attending a class or taking an online course, or informal such as exchanging information with your colleagues at the water cooler or through a knowledge management Web site. Employees can use their new or enhanced competencies in the workplace, or as part of their general professional or personal development.

Learning Event

A user's completion or attempted completion of an item or record or external activity attendance.

Learning Management System (iLearn)

An electronic database that is used to process a variety of training-related functions including but not limited to scheduling training, registering training, tracking completions, reporting training, and storing training content for access by employees and managers.

Nontechnical Training

Desktop level computer application training, management and executive training, administrative and clerical training, and employee assistance training are considered non-technical.

Premium Pay

Pay an employee is entitled to for regularly scheduled work at night, on Sunday, or on a holiday, or for overtime work outside his or her regularly scheduled basic workweek. Employees cannot claim premium pay for time in training except under specific circumstances approved by the Office of Personnel Management.

Required Training (agencywide)

Training that all agency employees must complete by order of legislation, executive order, the Commission, the Executive Director for Operations, other management official or directive. Employees and managers can find an up-to-date list of all required training on the HRTD Web site.

Required Training (position or role-specific)

Training that is required for an employee as a result of the position and or responsibilities he or she holds. For example, supervisors are required to complete the training in the Supervisory Development Program (SDP), when selected for a permanent supervisory position or team leader position that has supervisory authority. The SDP training is then required for those in supervisory positions, not for all NRC employees. In some cases, equivalency may be achieved by demonstrating that the competency has been mastered.

Scheduled Offering

An item or learning event with a scheduled date and time. It is assigned specific resources for the scheduled date and time.

Section 508

A law enacted to eliminate barriers in information technology, to make available new opportunities for people with disabilities, and to encourage development of technologies that will help achieve these goals. The law applies to all Federal agencies when they develop, procure, maintain, or use electronic and information technology. Under Section 508, Rehabilitation Act of 1973 (29 U.S.C. 794d), agencies must give disabled employees and members of the public access to information that is comparable to the access available to others. NRC is committed to making all of its learning material, programs, and online content is 508 compliant.

Seminar

A less formal training presentation or event sometimes called a conference or workshop. A seminar is generally organized around work-related learning goals versus formal training with measurable learning objectives.

SharePoint

A browser-based collaboration and document management platform that allows NRC organizations and their staff to organize and manage information for easier access and utilization. SharePoint can also be used as a development platform providing the capability to build sophisticated web sites, integrate with external data sources, and create workflows to facilitate collaboration and knowledge sharing, as well as foster the improvement of business and IT processes across the agency.

Training

A subset of learning. As defined in 5 U.S.C. 4101, "Definitions," training is "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."

Technical Training

Training including reactor technology, probabilistic risk assessment, engineering support, radiation protection, fuel cycle technology, security and safeguards, and regulatory skills.

Training Expenses

Tuition, travel, registration fees, and the costs of instructor-required course materials including books, audio tapes, and computer disks.

Training Records

Records that document who was trained, when they were trained, and what skills they have mastered. Training records provide documentation for certification to occupy regulatory positions, information for personnel evaluations, and support for other personnel actions. The official system of records for NRC training records is iLearn. All training completed by NRC staff and managers must be documented in iLearn.

User

An individual with access to iLearn. User data includes—

- Profile (work address, job position, supervisor, and password)

- Learning activities (learning plan, curricula, and training requests)

- Performance activities (assessments, competencies, skills, and ongoing performance reviews)

- Ownership privileges for succession planning and initiatives