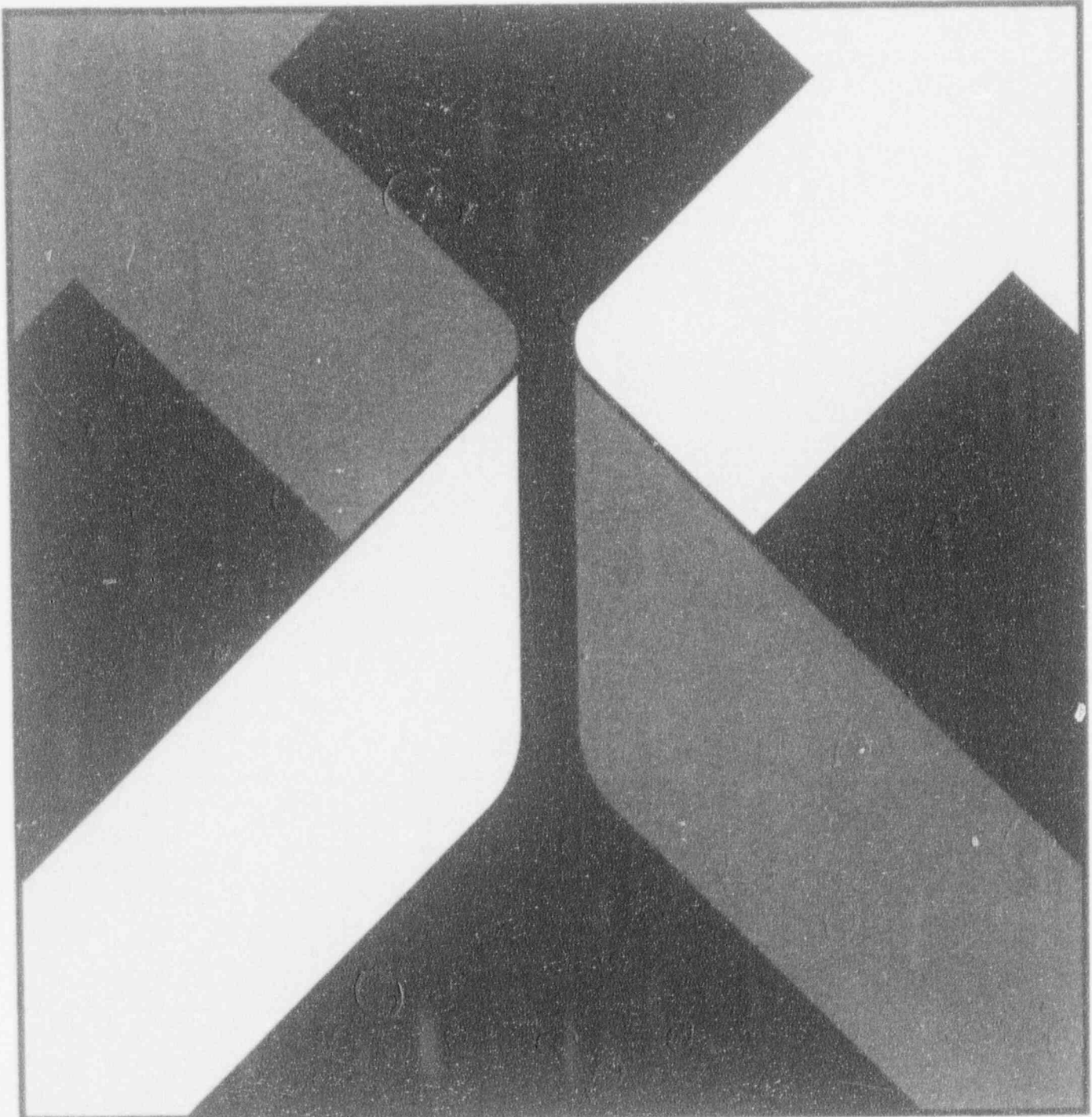


# The NRC Guide to Training Opportunities

OFFICE OF  
PERSONNEL

Organizational  
Development  
and Training

1994-1995



9403140169 940228  
PDR NUREG  
BR-0017 R PDR



## INTRODUCTION

February 1994

The Office of Personnel sponsors a wide variety of in-house courses, and provides information and administrative support to employees seeking to take courses from other government agencies, outside organizations, colleges, and universities. This thirteenth edition of the *Guide to Training Opportunities* describes many of the training and education opportunities available to NRC employees. Additionally, the Technical Training Center's addendum to this publication describes the TTC curriculum. Both publications should assist managers in developing training plans for their employees and should assist employees in obtaining the education and training they need to perform their jobs.

A handwritten signature in cursive script, reading "Eileen B. Mason", is positioned above the typed name.

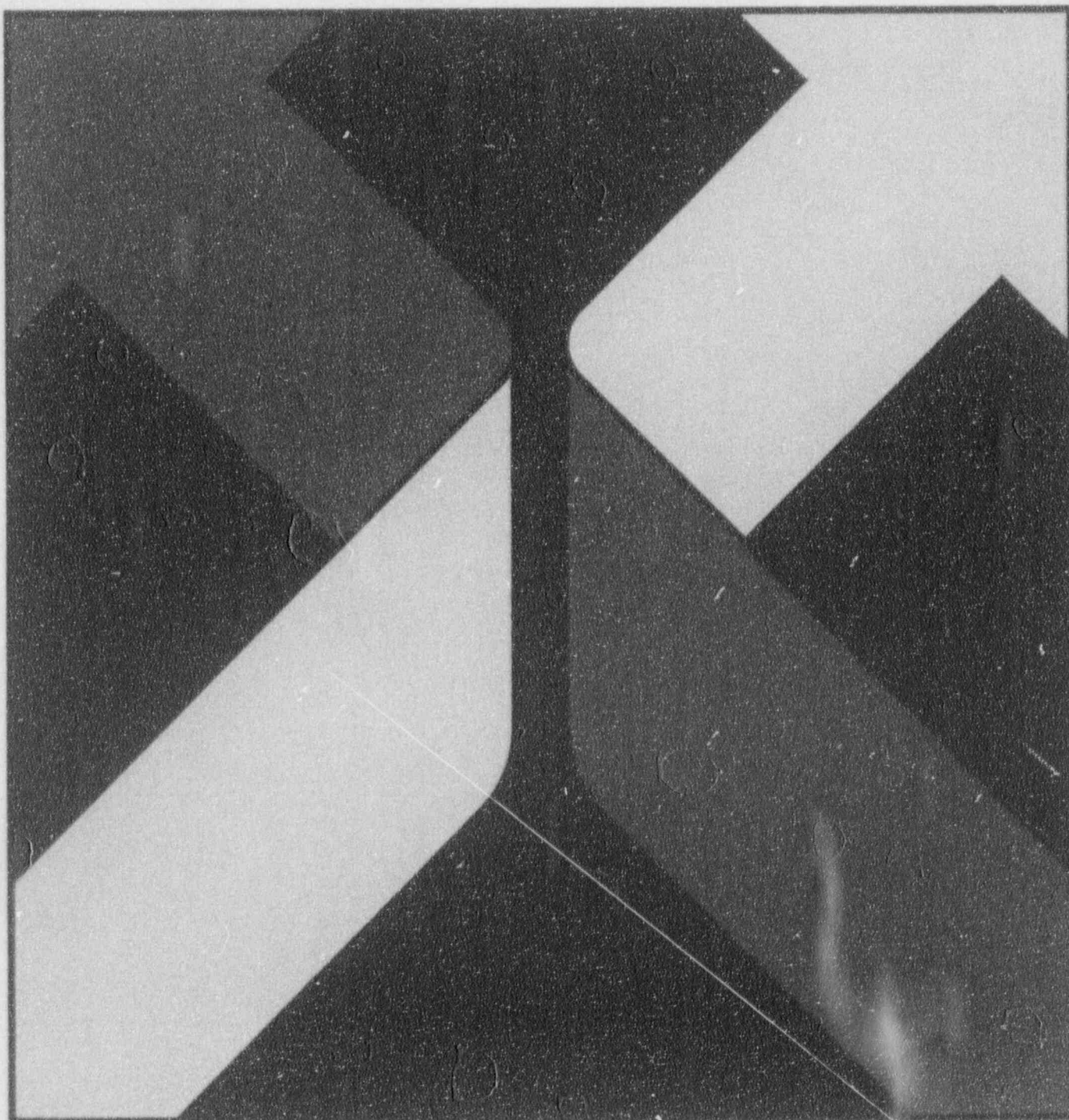
Eileen B. Mason, Chief  
Organizational Development  
and Training  
Office of Personnel

# The NRC Guide to Training Opportunities

OFFICE OF  
PERSONNEL

Organizational  
Development  
and Training

1994-1995



9403140169 940228  
PDR NUREG  
BR-0017 R PDR



## INTRODUCTION

February 1994

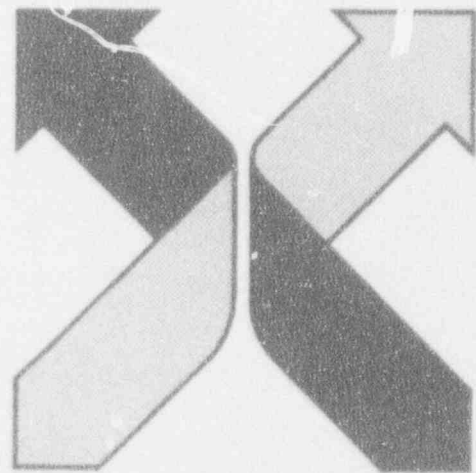
The Office of Personnel sponsors a wide variety of in-house courses, and provides information and administrative support to employees seeking to take courses from other government agencies, outside organizations, colleges, and universities. This thirteenth edition of the *Guide to Training Opportunities* describes many of the training and education opportunities available to NRC employees. Additionally, the Technical Training Center's addendum to this publication describes the TTC curriculum. Both publications should assist managers in developing training plans for their employees and should assist employees in obtaining the education and training they need to perform their jobs.

A handwritten signature in cursive script that reads "Eileen B. Mason".

Eileen B. Mason, Chief  
Organizational Development  
and Training  
Office of Personnel

# The Nuclear Regulatory Commission

## Guide to Training Opportunities



OFFICE OF  
PERSONNEL

Organizational  
Development  
and Training

1994-1995

## PROGRAM MANAGERS

The program managers in the Organizational Development and Training (ODT) component of the Office of Personnel (OP) and the programs they manage are listed below:

Chief .....	Eileen Mason (E-Mail•EBM or 492-7400)
Information Technology Services Training Laboratory, Individualized Learning Center, financial management courses, technical training course design and development .....	Carolyn Bassin (E-Mail•CBB or 492-8526)
Administrative Developmental Programs, The Media Training Workshop, NRC and Its Environment, Orientation to NRC Office Procedures, Women's Executive Leadership Program, Speech Enhancement Program, NRC Writing Curriculum .....	Maria Rucci Dolan (E-Mail•MRD or 492-4513)
Nuclear Reactor Concepts, The Regulatory Process, NRC: What It is and What it Does, Sexual Harrassment Prevention, Effective Briefing Techniques, NRC Senior Fellowship Program .....	Mary Louise Roe (E-Mail•MLRI or 492-4649)
Federal Executive Institute, Career Counseling, Stress Management, CPR and first Aid .....	Barbara Mack (E-Mail•BAM or 492-7098)
Supervisory/management courses, Management Development Center courses, NRC Supervisory Development Program, SES Candidate Development Program, organizational development and team building, communication courses for inspectors and technical professionals, Total Quality Management, EEO Curriculum .....	August Spector (E-Mail•AKS or 492-4685)
Acquisition for Project Managers, Acquisition for Supervisors and Managers, Ethics Orientation, Acquisition of FIP Resources for Project Officers, Applied Statistics, Planning for Retirement, Agency Training System, Agency-Sponsored Graduate-Level Programs, Orientation for New Employees .....	Lillian van Santen (E-Mail•LWV or 492-8938)

# CONTENTS

	<i>Page</i>
Program Managers .....	i
Contents .....	iii
Section I    General Information .....	3
Policy .....	3
Eligibility .....	3
General Categories .....	4
Purposes .....	4
Types .....	5
Sources of Training Courses .....	6
Administration .....	6
Training Contacts .....	6
Application for Training .....	6
NRC Training Contacts .....	8
NRC Form 368, "Training Request and Authorization" .....	9
NRC Form 368A, "Evaluation of Training" .....	11
Section II    OP In-House Training .....	15
Section III   Information Technology Services Training Laboratory .....	21
Section IV    Individualized Learning Center .....	25
Section V     Specialized Technical Training .....	29
Section VI    Agency-Sponsored Graduate-Level Programs .....	33
Multidisciplinary Programs .....	33
Systems Analysis and Management - George Washington University .....	33
Technical Management - Johns Hopkins University .....	33
Technology Management - University of Maryland .....	33
Engineering Management - University of Maryland .....	33
NRC Graduate Fellowship Program .....	33
NRC Senior Fellowship Program .....	34
Section VII   Executive/Management/Supervisory Development Courses .....	39
Executive Development .....	39
SES Candidate Development Program .....	39
NRC Supervisory and Managerial Development Curricula .....	39
Supervisory Development Program .....	40
Women's Executive Leadership Program .....	40
Section VIII  Programs for Secretarial/Clerical/Administrative Assistant Employees .....	43
Certified Professional Secretary .....	43
Administrative Skills Enhancement .....	43
Computer Science Development .....	44
Section IX    Organizational and Individual Development Programs .....	47
Organizational Development .....	47
Individual Career Counseling .....	47
Career Development Initiative .....	47
Section X     Interagency Training Providers .....	51
Office of Personnel Management .....	51
General Services Administration (GSA) .....	52
U. S. Department of Agriculture Graduate School .....	52

# SECTION I

## GENERAL INFORMATION



## SECTION I GENERAL INFORMATION

### POLICY

It is the policy of the NRC to provide, within available funding, the maximum feasible amount of training to the broadest spectrum of employees at both government and non-government facilities. The purpose of training is to improve employee job performance, prepare employees for future duties, and support the NRC's commitment to equal employment opportunity, affirmative action, upward mobility, and continuing education principles. This policy is intended to encourage managers and supervisors to recognize the training, education, and developmental needs of their employees within the context of the agency's overall requirements. In carrying out this policy, there are certain laws and regulations which govern.

Statutorily, we can, and do, authorize training which is relevant to the performance of an employee's current or future duties. As a matter of policy, if appropriate and full justification of relevancy is provided and funds are available, NRC will authorize the training requested according to the provisions of the Government Employees Training Act and Chapter 41 of Title 5, United States Code (5 U.S.C. 4101-4118). It is required that there be an apparent or documented relation between the training being provided and the duties of the employee or the needs of the agency.

- (1) The NRC will not pay for books unless they are an integral part of course costs.
- (2) NRC cannot pay for expenses incidental to obtaining a degree (i.e., thesis costs, higher tuition costs for degree candidates, etc.).
- (3) NRC will not pay for occupation certifications or examination fees such as: CPA, CSS, HP, CPS, PE. Courses leading to occupation certification may be authorized, if job relevancy criteria are satisfied.
- (4) NRC will reimburse an employee for training expenses provided the training was approved and authorized by OP before it began.
- (5) Proof of attendance must be provided to OP upon completion of all reimbursed training.
- (6) NRC will authorize training in fundamental skills for lower-graded employees.
- (7) OP does not monitor requests for training to assure participants get into courses except for special programs such as: Congressional Fellowship Program, Senior Fellowship Program, Graduate Fellowship Program, Women's Executive Leadership Program, Federal Executive Institute, Executive Seminar Centers, Brookings, and Harvard.

- (8) OP nominates individuals. Facility determines acceptance.
- (9) If trainee cannot take the requested training, OP shall be notified immediately.
- (10) All cancellations shall be made through the NRC Office Training Contact to OP and in sufficient time so as to avoid payment by NRC. If impossible to cancel without cost to NRC, a substitute should be found by the office requesting the training.
- (11) Once OP authorizes a particular course, no charges are allowed without approval from OP.
- (12) All requests for training shall be submitted to OP at least six weeks (earlier, if possible) before requested date of desired training. (The Office of Personnel Management (OPM) requires that requests for training be received five weeks before the starting date of the course.)
- (13) All requests for training (on Form 368) must be typed.
- (14) Employees shall evaluate all government-paid training within two weeks after completion of training. Such evaluations are sent to OP through the training contact, as noted on NRC Form 368A, "Evaluation of Training." (Form 368A is found on sheet 4 of Form 368.)
- (15) Travel Expenses are not paid unless training is scheduled during employee's regular hours of work.
- (16) Developmental training is not authorized for non-technical COOPs and summer hires.
- (17) Training is authorized for permanent part-time employees.
- (18) Training in non-government facilities generally is not authorized for NRC employees with less than one-year of service (see below).

### ELIGIBILITY

All NRC employees with one year of current, continuous civilian service are eligible for job-related training in non-government facilities. ("Continuous civilian service" for training purposes includes periods of non-pay status.) However, there are some types of training that are essential to carrying out the NRC's mission even though an individual may not have met the one-year service requirement. In that case, the authorizing official may waive the requirement if postponement of the training would be detrimental to the NRC interest. Examples are training that is:

- Essential to protection of life, safety, or property.
- Essential to law enforcement.
- Of little or no cost to the NRC other than the employee's salary.
- Part of a formal apprentice training program in a skilled trade.

- An integral part of a formal, entry-level, development program.

An employee may not spend more than a total of two years in training, through non-government facilities, in any 10-year period of continuous and non-continuous civilian service.

This limitation, may be waived when it is in the public interest to do so or when the employee is in a shortage occupation.

The following table graphically portrays eligibility for and allowable time in non-government training:

### TRAINING ELIGIBILITY AND ALLOWABLE TIME IN NON-GOVERNMENT TRAINING

Employee Status:	Eligible for Non-Government Training
More than one year of current, continuous civilian service.	Yes
Less than one year of current, continuous civilian service.	No
Less than one year of current, continuous civilian service, but postponement would be contrary to the public interest. <sup>1</sup>	Yes
Service Period:	Allowable Time
First ten years of continuous and non-continuous civilian service. <sup>2</sup>	Two years
Each ten-year period of service thereafter. <sup>2</sup>	Two years

<sup>1</sup>Determined by NRC authorizing official.

<sup>2</sup>May be waived when in the public interest to do so.

## GENERAL CATEGORIES

### (1) Nontechnical

Training in this category ranges from basic skills for secretarial and clerical personnel to advanced management training and executive development courses. This training is in educational or functional areas that neither requires nor involves significant knowledge or skill in scientific, engineering, or technical disciplines.

### (2) Technical

This category includes the scientific, engineering and/or other technical training that is customarily offered by universities and other private, government, and scientific training facilities. The objective of such training is mastery of the general and specialized principles of individual technical disciplines.

### (3) Specialized technical

This category contains intra-NRC training presently conducted by the Office for Analysis and Evaluation of Operational Data (AEOD) to satisfy that office's requirements to: (1) train inspectors and (2) provide all in-house training in reactor systems technology required by other NRC offices. The inspector training is primarily concerned with nuclear power plant design and operation and the principal construction technologies (welding, concrete, electrical) related to the inspection of construction and operations activities at nuclear power facilities.

The purposes, types, and sources of training are defined by the Office of Personnel Management in Federal Personnel Manual Chapter 290. The current definitions are:

## PURPOSES

### (0) Unknown

### (1) Program/mission change

Training to provide the knowledge or skills needed as a result of changes in agency mission, policies, programs, or procedures; e.g., training provided social workers to acquaint them with new policies and procedures affecting the eligibility for, or benefits to be accorded, welfare recipients.

### (2) New technology

Training to provide the knowledge or skills required to keep abreast of developments in the employee's occupational field or in a related field; e.g., training provided an employee in the use, maintenance, or repair of new and advanced electronic equipment; the application of new technology; or advances in the state of the art.

### (3) New work assignment

Training to provide the knowledge and skills needed as a result of assignment to new duties and responsibilities, when such training is not a part of a planned career development program; e.g., technical training provided an accounting clerk who has been newly assigned accounting technician duties.

### (4) Improve present performance

Training to provide the knowledge or skills needed to improve or maintain proficiency in present job; e.g., training provided typists to increase typing speed and improve accuracy, training in telephone techniques for

clerks or secretaries. (Note: Refresher training is included here.)

**(5) Future staffing needs (management and supervision)**

Training to provide the knowledge and skills needed to meet future staffing needs through a planned career development program in an occupational specialty, executive or managerial development program, a management internship or a training agreement, or programs to upgrade skills and abilities; e.g., stenographic training for typists and technical training for laboratory assistants.

**(6) Development of unavailable skills (product training)**

Training to provide the knowledge or skills needed for fields of work that are unique to the Federal Government, or to meet government staffing needs in occupations for which the labor market cannot produce a sufficient number of trained candidates; e.g., Air Traffic Controller or Taxpayer Service Representative training.

**(7) Trade or craft apprenticeship**

To provide the classroom or group portion of the formal training that, together with guided work experience, permits the employee to acquire the knowledge and skills needed to meet the full requirements for journeyman status in an apprenticeship program.

**(8) Orientation**

To provide orientation to the policies, purposes, mission, and functions of the employing agency or the Federal Government for new employees.

**(9) Adult basic education**

To provide the basic knowledge and skills needed to permit the employee to function in the world of work.

## TYPES

**(0) Unknown**

**(1) Executive and management**

Education or training in the concepts, principles, and theories of such subject matters as public policy formulation and implementation, management principles and practices, quantitative approaches to management, or management planning, organizing, and controlling (e.g., Federal Executive Institute, Brookings, and Executive Seminar Center).

**(2) Supervisory**

Education or training in supervisory principles and techniques in such subjects as personnel policies and

practices (including equal employment opportunity, merit promotion, and labor relations); human behavior and motivation; communication processes in supervision; work planning, scheduling, and review; and performance evaluation.

**(3) Legal or medical**

Education or training in the concepts, principles, theories, or techniques of such disciplines as law and medicine.

**(4) Scientific or engineering**

Education or training in the concepts, principles, theories, or techniques of such disciplines as physical, biological, natural, social or behavioral sciences; education; economics; mathematics and statistics; architecture; engineering; or foreign affairs.

**(5) Administration and analysis**

Education or training in the concepts, principles, and theories of such fields as public or business administration; leadership; personnel; FOIA; accounting; labor negotiations; training; Equal Employment Opportunity; logistics; finance; systems analysis; policy, program, or management analysis; or planning (e.g., Conflict Resolution, Stress Management, Time Management).

**(6) Specialized and technical**

Training of a specialized or technical nature in the methods and techniques of such fields as investigation, security, police science, supply, procurement, transportation, air traffic control, computer programming, languages, or medical, legal or scientific support work (e.g., contracts, all writing courses).

**(7) Computer technology**

Computer programming and use of computer languages.

**(8) Clerical**

Training in clerical skills such as typing, shorthand, word processing, letter writing, filing, telephone techniques, proofreading, and records management.

**(9) Trade or craft, orientation, and adult basic education**

Training in the knowledge and skills needed in such fields as electrical or electronic equipment installation, maintenance, or repair; tool and die making, welding; carpentry; or printing. Training of a general nature to provide an understanding of the organization and missions of the Federal Government or the employing agency, or a broad overview and understanding of matters of public policy, such as the policies relating to Equal Employment Opportunity, retirement, Federally Employed Women/Blacks in Government Conference. Education or training to provide basic competence in

such subjects as remedial reading, grammar, arithmetic, lip reading, or braille.

Participants must formally register for all local university courses.

## SOURCES OF TRAINING COURSES

Training courses administered by OP generally fall into five categories:

### (1) In-house

Conducted in-house in NRC facilities (such as PRA, TTC, and ITS courses). TTC courses are inhouse but identified under (8) but included in this category when reporting annual training to OPM.

### (2) Government

All programs conducted by government agencies other than NRC. These programs are not conducted in NRC facilities. (Examples are: OPM, FEMA, GSA, NIH, Foreign Service Institute, Naval Material Command, and USDA Graduate School.) FEI/OPM is identified under (6) and MDC/OPM is identified under (7), but included in this category for reporting annual training to OPM.

### (3) Society

All programs conducted by such type organizations as American Nuclear Society (ANS), ASTD, Brookings, etc. These programs are not conducted in NRC facilities.

### (4) Commercial

All programs conducted by "for profit" organizations. (Practical Management Associates, Dale Carnegie, Fred Pryor Seminars, EG&G, Combustion Engineering, etc.). These programs are not conducted in NRC facilities.

### (5) University

All programs conducted by public/private colleges/junior colleges and universities. These programs are not conducted in NRC facilities.

### (6) FEI/OPM

Regardless of which agency or institution conducts a course, nomination of NRC employees is arranged by OP/ODT. The facility notifies participants of time, date, and location, as soon as arrangements are completed. Participants must formally register for all local university courses.

### (7) MDC/OPM

Regardless of which agency or institution conducts a course, nomination of NRC employees is arranged by OP/ODT. The facility notifies participants of time, date, and location, as soon as arrangements are completed.

### (8) TTC

Regardless of which agency or institution conducts a course, nomination of NRC employees is arranged by OP/ODT. The facility notifies participants of time, date, and location, as soon as arrangements are completed. Participants must formally register for all local university courses.

## ADMINISTRATION

In considering the development of training budgets and the order for satisfying training needs, the following priority of training will generally apply:

- (1) Training that must be accomplished in the ensuing fiscal year to prevent a direct adverse effect on mission accomplishment. This includes training which is required by skilled employees through development programs and which, if deferred beyond the ensuing fiscal year, will have an adverse effect on mission accomplishment in the period following.
- (2) Training that is required to provide for systematic replacement of skilled employees through developmental programs and which, if deferred beyond the ensuing fiscal year, will have an adverse effect on mission accomplishment in the period following.
- (3) Training that is not required for an employee to perform at an acceptable level of competence, but which may increase his or her efficiency and productivity and enhance the employee's opportunity for advancement in the agency. This training will be accomplished, but generally after the foregoing needs have been met.

## TRAINING CONTACTS

Each NRC office has a Training Contact who has the responsibility for:

- (1) Coordinating training activities
- (2) Advising OP of training needs
- (3) Implementing individual and office training requirements by providing lists of courses to employees and supervisors. A list of Training Contacts is given on page 8.

## APPLICATION FOR TRAINING

The procedures for making an application for training vary according to course sponsor.

In-house courses:

- (1) Course availability is generally promulgated by weekly training announcements. Complete the form to indicate interest, supervisor approval, employing office, and other pertinent information.
- (2) Courses are conducted on an "invitation" basis. These are courses for employees who are required to understand a particular process. Weekly announcements are sent to all employees, who then submit their requests for the training to ODT after obtaining written permission from their supervisors on the form provided on the weekly training announcement.

**All other courses (Headquarters employees):**

An employee must complete a Training Request (NRC Form 368, sample form shown on pages 17, 18, 19, and 20) and forward it to OP/ODT through the employee's supervisor and Office Training Contact.

Form 368 is used to request, approve, authorize, obligate, and record training. The process is given below:

- (1) Employee initiates the form, supplying all information, including Social Security number.
- (2) Employee submits form to supervisor for approval and signature.
- (3) Supervisor submits form to Division Director of designated office (Approving Official).
- (4) The form is sent to OP/ODT where it is date stamped and assigned a training request number.
- (5) An OP official authorizes the training.

- (6) An OP official obligates the funds.
- (7) The form is returned to OP/ODT (MS W-316) for final processing and distribution to the training provider.

A form letter and one copy of Form 368 are sent to all private training providers. The letter authorizes the training and provides billing instructions to the provider. The General Services Administration (GSA) and OPM receive copies of Form 368, but no form letter (GSA - 5 copies, OPM - 6 copies)

Form 368A, Evaluation of Training\* (see pages 17 through 20) is sent to the NRC Office Training Contact for the employee, along with a copy of Form 368.

**Training courses in Regions:**

Similar procedures to those in Headquarters exist for each region. Training contacts follow the instructions provided to them, using the Headquarters procedures as a guide. OP/ODT receives a copy of each Form 368 processed in the region.

**After completion of the training:**

- (1) The employee should evaluate the training as soon as possible, but not later than two weeks after completion of the course, and return the evaluation to OP/ODT, W-316, or the regional training contact, as applicable.
- (2) Upon receipt of the evaluation, the original training request will be filed in the employee's official personnel folder (OPF). (Regions file their copy; OP files the Headquarters copy.)

## NRC TRAINING CONTACTS

Office	Name, E-Mail Telephone - Mail Stop	Name, E-Mail Telephone - Mail Stop
ACRS	Janet Wilson (JDW1) 492-8593 P-135	Kathy Schmidt (KAS) 492-4241 MNBB 2104
ADM	Jill Solan (JAS6) 492-4350 MNBB 6113	Kathy Schmidt (KAS) 492-4241 MNBB 2104
AEOD	Cherie Siegel (CXS) 492-4624 MNBB 3701	Kathy Schmidt (KAS) 492-4241 MNBB 2104
ASLBP	Jack Whetstone 492-7439 EWW-439	Kathy Schmidt (KAS) 492-4241 MNBB 2104
CONS	Eleanor Hagins (EEH) 504-1972 15H3	Janice Hunter (JPH2) 504-1522 15G21
EDO	Margo Bridgers (CMB) 504-1718 17G21	Janice Hunter (JPH2) 504-1522 15G21
IRM	Cosmo Fornaro (CDF) 492-7418 MNBB 4100	Kathy Schmidt (KAS) 492-4241 MNBB 2104
NMSS	Sally Cornell (SAC1) 504-2673 6E6	Bella Carter (BAC1) 504-2677 6A4
NRR	Brenda Davis (BLD) 504-1215 12H5	Sandy Johnson (SLJ1) 504-1374 13H7
OC	Sharon Hudson (SMH) 492-7450 MNBB 6103	Kathy Schmidt (KAS) 492-4241 MNBB 2104
OCA	Lorie Folds (LJF) 504-1776 17A3	Janice Hunter(JPH2) 504-1522 15G21
OCAA	Mary Tenaglia (MLT) 504-2184 16G15	Janice Hunter (JPH2) 504-1522 15G21
OCM		Janice Hunter (JPH2) 504-1522 15G21
OE	Betty Summers (BTS) 504-2741 7H5	Janice Hunter (JPH2) 504-1522 15G21
OGC	Mary Ann Warner (MAW) 504-1518 15B18	Janice Hunter (JPH2) 504-1522 15G21
OI	Jeanne Hunt (JHX6) 504-3487	Janice Hunter (JPH2) 504-1522 15G21
OIG	Martie Lopez-Nagle 492-4660 EWW542	Martie Lopez-Nagle 492-4660 EWW-542
OIP	Dianne Griggs 504-2347 3H5	Janice Hunter (JPH2) 504-1522 15G21
OP	Joyce Riner 492-7608 W-316	Sheryl Dunn 492-3232 W-450
OPA	Gladys Ordaz (GMO) 504-2240 2G5	Janice Hunter (JPH2) 504-1522 15G21
OPP	Barbara Tompkins (BXT) 504-3600 1F22	Janice Hunter (JPH2) 504-1522 15G21
OSP	Brenda Hill (BGH) 504-2348 3D23	Janice Hunter (JPH2) 504-1522 15G21
RES	Carolyn Stabler (CTS) 492-3616 NLS 007	Pam Easson (PXE) 492-3636 NLS007
RGN-I	Linda Lamborn (LKL) (215) 337-5256 RI	Len Carsley (LHC) (215) 337-5352 RI
RGN-II	Valencia Robbins (VHR) (404) 331-5609 RII	Buffy Harper (ACH) (404) 331-4177 RII
RGN-III	Dawn Smith (DMS1) (708) 790-5533 RIII	Cynthia Marcy (CTM) (708) 790-5751 RIII
RGN-IV	Connie Parker (CAP) (817) 860-8255 RIV	Karen League (KEL) (817) 860-8281 RIV
RGN-V	Sandy Lindsay (510) 975-0261 RV	Pam Gallagher (PCG1) (510) 975-0320 RV
SBCR	Bobbie McCann (RFM1) 492-4665 MNBR 7217	Kathy Schmidt (KAS) 492-4241 MNBB 2104
SECY	Sandy Joosten (SMJ) 504-1962 16G15	Janice Hunter (JPH2) 504-1522 15G21
TTC		Irene Parker (IHP) (615) 855-6515

<b>NRC FORM 368</b> (10-82) NRCMD-1077 EXCEPT TO NF-182 APPROVED BY OPM AND OSA-540	<b>U.S. NUCLEAR REGULATORY COMMISSION</b>  <b>TRAINING REQUEST AND AUTHORIZATION</b>	REQUEST AUTHORIZATION NUMBER  NRC COURSE CATALOG TRACKING NUMBER
<small>1. ALL BLOCKS, EXCEPT SHADED BLOCKS, MUST BE COMPLETED BEFORE SUBMITTAL TO THE OFFICE OF PERSONNEL. FAILURE TO COMPLETE THIS FORM IN ITS ENTIRETY WILL RESULT IN ITS BEING RETURNED TO THE ORIGINATOR. Read "Instructions" on the reverse. Additional instructions are provided to ill handicapped or disabled requestor's requirements.          2. CONTINUED SERVICE AGREEMENT REQUIRED FOR ALL NON-GOVERNMENT TRAINING EXCEEDING 40 HOURS. See Section 7C on the reverse. 3. SPECIAL INSTRUCTIONS FOR TRAINING REQUIRING AUTHORIZATION FOR OFFICIAL TRAVEL, NRC FORM 378; THIS TRAINING MUST BE AUTHORIZED AND FUNDED BEFORE SUBMITTING THE REQUEST FOR TRAVEL. IT IS REQUIRED THAT A COPY OF THE COMPLETED NRC FORM 368 ACCOMPANY THE NRC FORM 378.</small>		
<b>A. EMPLOYMENT INFORMATION</b>		
1. NAME - EMPLOYEE (Last, First, Middle Initial)		2. SOCIAL SECURITY NUMBER
3. MAX STOP		
4. C. FLD/DIVISION/BRANCH	5. POSITION TITLE	6. SERIAL
7. GRADE/STEP		8. OFFICE TELEPHONE NUMBER ( )
<b>B. EDUCATION</b>		
9. HIGH SCHOOL HIGHEST GRADE COMPLETED		10. CONTINUOUS CIVILIAN GOVERNMENT SERVICE
11. COLLEGE NUMBER OF YEARS		YES <input type="checkbox"/> NO <input type="checkbox"/>
12. DEGREE AND DEGREE FIELD		YES <input type="checkbox"/> NO <input type="checkbox"/>
13. HOME MAILING ADDRESS		14. HOME TELEPHONE NUMBER (optional) ( )
<b>B. PROPOSED TRAINING DATA</b>		
1. TRAINING PROVIDER - NAME AND ADDRESS (include Zip Code)		2. LOCATION OF TRAINING - If same as provider, mark box. If not the same, supply address here (include Zip Code)
3. PROVIDER TELEPHONE NUMBER ( )		4. EDUCATION CODE
5a. GOVERNMENT		6. PURPOSE
5b. NON-GOVERNMENT		7. TYPE
		8. SOURCE
		9. SPECIAL INTEREST
10. TRAINING DATES (8 digits each)		11. ACTUAL TRAINING HOURS (4 digits each)
a. START MONTH DAY YEAR		a. DUTY
b. END MONTH DAY YEAR		b. NON-DUTY
		c. TOTAL
12. COURSE TITLE		
13. BRIEF DESCRIPTION AND SOURCE OF INFORMATION AND STATE RELATIONSHIP TO CURRENT/FUTURE OFFICIAL DUTIES. (Do not provide additional information elsewhere.)		
<b>C. COST AND FUNDS OBLIGATION</b>		
1. COST ESTIMATES		NRC
2. EMPLOYEE		
a. DIRECT TRAINING COSTS		
(1) TUITION		
(2) REGISTRATION		
(3) OTHER (Specify)		
DIRECT COST SUBTOTAL		
OC/DAF - OBLIGATE NRC SUBTOTAL		
b. INDIRECT COSTS		
(1) TRAVEL COST		
(A) PER DIEM RATE x DAYS		
(B) TRANSPORTATION		
(2) OTHER (Specify)		
INDIRECT COST SUBTOTAL		
TOTAL DIRECT AND INDIRECT COSTS		
<b>D. DATES RECEIVED/TRANSMITTED</b>		
1. DATE RECEIVED BY OP/RPO		2. DATE TRANSMITTED TO PROVIDER
<b>E. FUNDING SYMBOLS</b>		
1. F.A.S. NUMBER	2. NRC ORG. CODE	3. JOB CODE
4. INDENT. SYMBOL NO.		
84-20-616-200	2510	T84-
		31-00-0001
<b>F. SIGNATURES/RECOMMENDATION/APPROVAL/AUTHORIZATION/OBLIGATION</b>		
1. EMPLOYEE - ARE YOU RECEIVING VA/GI BILL EDUCATION BENEFITS		YES <input type="checkbox"/> NO <input type="checkbox"/>
FOR COURSES AT COLLEGES AND UNIVERSITIES, YOUR SIGNATURE PROVIDES NRC THE AUTHORIZATION TO OBTAIN GRADE INFORMATION DIRECTLY FROM THE EDUCATION/ TRAINING FACILITY.		
SIGNATURE - EMPLOYEE		DATE
2. PROPOSED TRAINING IS RECOMMENDED SIGNATURE - IMMEDIATE SUPERVISOR		DATE
3. DIVISION/OFFICE APPROVAL SIGNATURE - APPROVING OFFICIAL		DATE
4. PROPOSED TRAINING IS AUTHORIZED SIGNATURE - APPROPRIATE OFFICIAL, OP/RPO		DATE
5. THERE ARE SUFFICIENT FUNDS TO COVER TRAINING COSTS STATED IN C.1.A. SIGNATURE - FUNDING OFFICIAL, OP/RPO		DATE
<b>G. BILLING INSTRUCTIONS FOR PROVIDER OF TRAINING</b>		
To ensure prompt payment, billings MUST be sent to the address below. Use the Request Authorization Number at the top right of this form. Any deviation from these instructions will result in delay of payment.		
BILLING ADDRESS: DIVISION OF ACCOUNTING AND FINANCE MAIL STOP MNBB 11104 OFFICE OF THE CONTROLLER U.S. NUCLEAR REGULATORY COMMISSION WASHINGTON, DC 20555-0001		

NRC FORM 368 (10-82)

NRC Form 368, "Training Request and Authorization."

**H. CONTINUED SERVICE AGREEMENT**

**NOTE:** This agreement must be signed by the nominee for all non-government training that exceeds 90 hours and for which the Government approves payment of training costs before such training begins. Nothing contained in this section shall be construed as limiting the authority of an agency to waive, in whole or in part, an obligation of an employee to pay expenses incurred by the Government in connection with the training.

1. I AGREE that, upon completion of the Government-sponsored training described in this request, if I receive salary covering the training period, I will serve in the agency three times the length of the training period. If I receive no salary during the training period, I agree to serve the agency for a period equal to the length of training, but in no case less than one month. (The length of part-time training is the number of hours spent in class or with the instructor. The length of full-time training is 8 hours of each day of training, up to a maximum of 40 hours a week.) NOTE: For the purpose of this agreement, the term "agency" refers to the employing organization (such as an Executive Department or independent establishment), not to a segment of such an organization.
2. If I voluntarily leave the agency before completing the period of service agreed to in item 1 above, I AGREE to reimburse the agency for the tuition and related fees, travel and other special expenses (EXCLUDING SALARY) paid in connection with my training. These amounts are reflected in item 01.
3. I FURTHER AGREE THAT, if I voluntarily leave the agency to enter the service of another Federal agency or other organization in any branch of the Government before completing the period of service agreed to in item 1 above, I will give my organization written notice of at least 10 working days, during which time a determination concerning reimbursement will be made. If I fail to give this advance notice, I AGREE to pay the amount of additional expense (5 U.S.C. 4105(a)(2)) incurred by the Government in this training.
4. I understand that any amounts which may be due to the agency as a result of any failure on my part to meet the terms of this agreement may be withheld from any monies owed me by the Government, or may be recovered by such other methods as are approved by law.
5. I FURTHER AGREE to obtain approval from my Office/Region Approval Official for any proposed change in my approved training program (such as: course and schedule changes, withdrawal or incompleteness, and increased costs).
6. I acknowledge that this agreement does not in any way commit the Government to continue my employment. I understand that, if there is a transfer of my service obligations to another Federal agency or other organization in any branch of the Government, the agreements in items 1, 2, and 3 of this section will remain in effect until I have completed my obligated service with that other agency or organization.

SIGNATURE - EMPLOYEE \_\_\_\_\_ DATE \_\_\_\_\_

**I. SPECIAL REQUIREMENT**

1. GENERAL OR SPECIAL WAIVER OF STATUTORY LIMITATIONS FOR EMPLOYEES WITH LESS THAN ONE YEAR OF CURRENT, CONTINUOUS CIVILIAN SERVICE. (Only for training through non-government facilities. Refer to NRC Management Directive 10.77.) Postponement of training is contrary to the public interest for the following reason(s).

- Training is essential to protection of life, safety, or property.
- Training is essential to law enforcement activities.
- Training that employee can take at little or no cost to NRC, other than salary expenses.
- Training that is relatively short, highly specialized, very closely job-related, and of immediate application.
- Training that is an integral part of a formal, entry-level, development program (e.g., intern program, fellowship program, etc.).

Supervisor \_\_\_\_\_ Check appropriate box and sign for waiver \_\_\_\_\_ SIGNATURE - SUPERVISOR \_\_\_\_\_ DATE \_\_\_\_\_

**J. FRAUDULENT CLAIMS**

Double payment of Educational Allowances: Normally 38 U.S.C. 1781 prohibits educational assistance by the Veterans Administration (VA) to a veteran who is attending a course of education or training paid for under the Government Employees Training Act (GETA).

FRAUD: The following applicable Federal Statutes provide criminal sanctions for willful fraud: 38 U.S.C. 3502 (Fraudulent receipt of funds from VA), 18 U.S.C. 1001 (False statement or representation to U.S.), and 18 U.S.C. 287 (Making false, fictitious, or fraudulent claims to the U.S.).

**K. INSTRUCTIONS**

1. Prepare this form for all training requests. If the requester is handicapped or disabled and in need of special arrangements (braille, taping, interpreters, facility accessibility, etc.), describe the special arrangements on a separate sheet and attach it to this form. NOTE: The requester is not required to furnish this information. His/her signature on the descriptive sheet indicates agreement to release it to training facilities.
2. Retain the EMPLOYEE PENDING copy, and forward the set, complete with required office approvals, through the office training coordinator to the Office of Personnel, for Headquarters employees; and to the Regional Personnel Officer for regional employees.
3. After the request is reviewed and approved by the Office of Personnel/Regional Personnel Officer, an Authorization for Training letter is sent to the Training Provider. A copy of the NRC Form 368 and evaluation form (NRC Form 368A) is sent to the employee.

**PRIVACY ACT STATEMENT**

Pursuant to 5 U.S.C. 552a(e)(3), enacted into law by Section 3 of the Privacy Act of 1974 (Public Law 93-579), the following statement is furnished to individuals who supply information to the U.S. Nuclear Regulatory Commission on NRC Form 368. This information is maintained in a system of records designated as NRC-11 and NRC-19, and described at 55 Federal Register 33983 (August 20, 1990), or the most recent Federal Register publication of the Nuclear Regulatory Commission's "Republication of Systems of Records Notices" that is available at the NRC Public Document Room, Belman Building, Lower Level, 2120 L Street NW, Washington, D.C.

1. AUTHORITY: 5 U.S.C. 3006; 5 U.S.C. 4103 (1989); and Executive Order 11246 dated April 25, 1965, as amended by Executive Order 12107, December 8, 1976. The authority for requiring the social security number is Executive Order 9397, dated November 22, 1943.
2. FURNISHING PURPOSE(S): The information entered on this form relates to registration/acceptance for training courses. Social security numbers are used to facilitate the recording of the student's training in the computer system.
3. ROUTINE USE(S): Information may be used to provide data to other Federal, State and local agencies involved in monitoring and/or evaluating the impact of computing activities by NRC employees and visitors on local traffic patterns. The information may also be disclosed to an appropriate Federal, State, or local agency in the event the information indicates a violation or potential violation of law and in the course of an administrative or judicial proceeding.
4. WHETHER DISCLOSURE IS MANDATORY OR VOLUNTARY AND EFFECT ON INDIVIDUAL OF NOT PROVIDING INFORMATION: It is voluntary that you furnish the requested information. Failure to provide the Social Security number will not affect an individual's right to attend this scheduled course.
5. SYSTEM MANAGER(S) AND ADDRESS: Director, Office of Personnel, U.S. Nuclear Regulatory Commission, Washington, DC 20555-0001.



NRC FORM 368A  
 (10-85) NRC&D-10-77  
 RECEIVED BY SP-102  
 APPROVED BY OPM  
 AND OSA 5-80

U.S. NUCLEAR REGULATORY COMMISSION

EVALUATION OF TRAINING

REQUEST AUTHORIZATION NUMBER

NRC COURSE CATALOG TRACKING NUMBER

NOTE: YOU **MUST** notify your Office/Region Training Contact **IN WRITING** of any changes in the status of this training activity such as cancellation, rescheduling or dropping the course. If the change is due to management action, your supervisor **MUST** concur on your written notification.  
 RECOGNITION OF THE COMPLETION OF THIS TRAINING WILL NOT BE ENTERED IN YOUR PERSONNEL FOLDER UNTIL THIS EVALUATION HAS BEEN COMPLETED AND RETURNED TO OPM.  
 SUBMIT THIS EVALUATION AS SOON AS POSSIBLE, BUT NOT LATER THAN TWO WEEKS AFTER COMPLETION OF TRAINING SO THAT PAYMENT OF TRAINING EXPENSES MAY BE APPROVED. RETURN TO MAIL STOP W-216.

**A. EMPLOYMENT INFORMATION**

1. NAME - EMPLOYEE (Last, First, Middle-Initial)		2. SOCIAL SECURITY NUMBER		3. MAIL STOP	
4. OFFICE/DIVISION/BRANCH		5. POSITION TITLE		6. OFFICE TELEPHONE NUMBER ( )	
7. GRADE/STEP		8. DEPT/S		9. CONTINUOUS CIVILIAN GOVERNMENT SERVICE	
10. EDUCATION		11. DEGREE AND DEGREE FIELD		12. HOME TELEPHONE NUMBER (Optional) ( )	
13. HIGH SCHOOL HIGHEST GRADE COMPLETED		14. COLLEGE NUMBER OF YEARS		15. YES NO	
16. HOME MAILING ADDRESS		17. YES NO		NOTE: If service is less than one year, waivers are required for training through non-government facilities. (See "G" on reverse.)	

**B. PROPOSED TRAINING DATA**

1. TRAINING PROVIDER - NAME AND ADDRESS (include Zip Code)		2. LOCATION OF TRAINING - If same as provider, mark box. If not the same, supply address here (include Zip Code)		3. PROVIDER TELEPHONE NUMBER ( )	
4. EDUCATION CODE		5a. GOVERNMENT		5b. NON-GOVERNMENT	
6. PURPOSE		7. TYPE		8. SOURCE	
9. SPECIAL INQUIRY		10. DUTY		11. NON-DUTY	
12. TOTAL		13. ACTUAL TRAINING HOURS (x days/hrs each)		14. DUTY	
15. START		16. COMPLETE		17. TOTAL	

12. COURSE TITLE

13. BRIEF DESCRIPTION AND SOURCE OF INFORMATION AND STATE RELATIONSHIP TO CURRENT/FUTURE OFFICIAL DUTY'S. (Do not provide address or contact information.)

PROVIDE YOUR EVALUATION OF TRAINING ON THE REVERSE

**C. EVALUATION OF TRAINING**

1. DID YOU COMPLETE THE COURSE?	YES NO	2. IF TRAINING WAS AT A COLLEGE OR UNIVERSITY, AND GRADES WERE ASSIGNED, ENTER GRADE HERE	3. IF THE COURSE WAS ONLY AUDITED, CHECK HERE <i>(Specify in Block 10)</i>
---------------------------------	-----------	---	---

EVALUATION FACTORS	Read each item and check the appropriate rating column			
	A	B	C	D
4. STATED OBJECTIVE ACCOMPLISHED	YES	PARTIALLY	NO	NOT APPLICABLE
5. COVERAGE OF SUBJECT MATTER	EXCELLENT	SUFFICIENTLY	POOR	NOT APPLICABLE
6. ORGANIZATION OF SUBJECT MATTER	WELL ORGANIZED	ADEQUATE	POORLY ORGANIZED	NOT APPLICABLE
7. APPLICABILITY OF SUBJECT MATTER TO THE JOB	SIGNIFICANT	ADEQUATE	INSIGNIFICANT	NOT APPLICABLE
8. RECOMMENDATION TO COLLEAGUES	HIGHLY RECOMMENDED	RECOMMENDED	NOT RECOMMENDED	NOT APPLICABLE
9. MEETS CAREER DEVELOPMENT PLAN	YES	NO		NOT APPLICABLE

10. SPECIFY THE AREAS YOU FEEL REQUIRE MORE EMPHASIS

11. SPECIFY THE AREAS YOU FEEL REQUIRE LESS EMPHASIS

12. REMARKS (Please make any comments you wish about this course.)

13. SIGNATURE - EMPLOYEE	DATE	14. NOTED	SIGNATURE - SUPERVISOR	DATE
--------------------------	------	-----------	------------------------	------

**PRIVACY ACT STATEMENT**

Pursuant to 5 U.S.C. 552(e)(2), enacted into law by Section 2 of the Privacy Act of 1974 (Public Law 93-579), the following statement is furnished to individuals who supply information to the U.S. Nuclear Regulatory Commission on NRC Form 368A. This information is maintained in a system of records designated as NRC-11 and NRC-16, and described as 26 Federal Register 32883 (August 20, 1965), or its most recent Federal Register publication of the Nuclear Regulatory Commission's "Replication of Systems of Records Notices" that is available at the NRC Public Document Room, Gemini Building, Lower Level, 2720 L Street NW, Washington, D.C.

1. **AUTHORITY:** 5 U.S.C. 552b; 5 U.S.C. 4103 (1966), and Executive Order 11348 dated April 20, 1967, as amended by Executive Order 12107, December 29, 1975. The authority for collecting the social security number is Executive Order 12067, dated November 20, 1964.

2. **PRINCIPAL PURPOSE(S):** The information entered on this form relates to registration/acceptance for training courses. Social security numbers are used to facilitate the recording of the student's training in the computer system.

3. **ROUTINE USE(S):** Information may be used to provide data to other Federal, State and local agencies involved in monitoring and/or evaluating the impact of continuing activities by NRC employees and visitors on local traffic patterns. The information may also be disclosed to an appropriate Federal, State, or local Agency in the event the information indicates a violation or potential violation of law and in the course of an administrative or judicial proceeding.

4. **WHETHER DISCLOSURE IS MANDATORY OR VOLUNTARY AND EFFECT ON INDIVIDUAL OF NOT PROVIDING INFORMATION:** It is voluntary that you furnish the requested information. Failure to provide the Social Security number will not affect an individual's right to attend this scheduled course.

5. **SYSTEM MANAGER(S) AND ADDRESS:**  
 Director  
 Office of Personnel  
 U.S. Nuclear Regulatory Commission  
 Washington, DC 20555-0001

NRC FORM 368A (10-82)

## SECTION II

### OP IN-HOUSE TRAINING

## SECTION II OP IN-HOUSE TRAINING

The following courses have been developed and are offered by OP for NRC employees in response to identified employee development needs. End-user computer courses offered in the ITS Training Lab are listed in Section III. Information on the Probabilistic Risk Assessment (PRA) Technology Transfer Program can be found in Section V.

Course Title	Target Group	Description	Hours
Acquisition for Project Managers	Project officers and project managers of contracts or agreements and work orders. (Level II mandatory course)	Describes Federal acquisition requirements and processes, as well as role of the project manager in contract management.	32
Acquisition for Supervisors and Managers	Managers and supervisors of project managers	Provides an overview of major steps involved in the NRC acquisition process.	8
Acquisition of FIP Resources for Project Officers	Project officers in IRM and selected Division of Contracts and Property Management personnel	Familiarizes participants with the acquisition process of Federal information processing (FIP) resources specifically.	96
Age in the NRC Workforce	All employees	Provides participants information related to laws and Federal regulations related to age discrimination; an understanding of various stereotypes and myths about older members of the workforce; and a foundation for reducing individual and organizational stress which may result from changing workforce demographics.	4
Applied Statistics	All employees	Provides justification for methods used in statistical analyses, illustrates techniques from a wide variety of technical and nontechnical applications. Discusses where statistics are misused.	40
Artificial Intelligence/Expert Systems	All employees	Discusses terms and definitions and introduces situations and applications appropriate for expert systems. Includes criteria for expert systems and resources used to build them.	8
Basic CPR and First Aid	All NRC employees	Teaches CPR and First Aid techniques for choking and other respiratory emergencies for adults, children, and infants.	12
Conducting and Participating in Meetings	Managers, professional and paraprofessional employees	Provides techniques for effective meeting management. Covers procedural elements, leaders, followers, communication techniques, etc.	16
Conflict Resolution	All employees	Offers ways to deal with conflict in a positive manner. Studies forces that generate conflict and the consequences of conflict upon different employees. Instructs on recognizing conflict resolution styles and benefiting from a win-win, problem-solving approach.	16
Cultural Diversity at NRC	All employees	Provides employees opportunity to enhance sensitivity about how cultural diversity in the workforce may affect work; an understanding of how to manage personal interactions across cultural ethnic lines; and a foundation for reducing individual and organizational stress which may result from cultural diversity issues.	4
Drug-Free Workplace Training for Supervisors	Supervisors (Level 1 mandatory course)	Focuses on recognizing and addressing illegal drug use by agency employees. Provides information on NRC policy with respect to drugs and alcohol, drug-testing, the Employee Assistance Program, and drug education.	8

Course Title	Target Group	Description	Hours
EEO for Managers and Supervisors	Supervisors, and managers (Level I mandatory course)	Provides the supervisor information related to EEO policy and cultural awareness.	16
Effective Briefing Techniques	Employees required to prepare and deliver briefings	Provides in-depth skills and techniques required to make oral presentations effective.	24
Effective Communication for NRC Inspectors	Inspection team leaders and members	Focuses on improving communication with licensees. Provides techniques to improve exit inspection briefings with licensees. Uses videotape feedback.	24
Equal Employment Opportunity at NRC	All employees	Provides participants understanding of Federal laws, policies and mandates governing EEO; the discrimination complaint process; and issues of sexual harassment, affirmative action, age discrimination, and disability issues.	4
Ethics Orientation	All employees	Provides information on standards of ethical conduct as prescribed by the Government Ethics Act.	2
Gathering Inspection Information Through Interviews	Inspection team members and professional employees	Focuses on phrasing questions, listening, and interviewing in difficult situations. Uses case studies, videotape feedback, and trainee participation.	24
Individual Career Counseling	All employees	Consists of four 50-minute sessions with an impartial professional career counselor to explore career-related issues in a confidential manner.	4
Interviewing Skills	Managers, supervisors, and employees conducting interviews.	Provides techniques for conducting effective interviews. Includes planning, structure, strategy, and legal implications of interviewing. Uses videotape feedback.	24
Management Workshop	Supervisors and managers (Level I mandatory course)	Provides insights for managing in a technical environment. Discusses leadership styles, planning, implementing, and controlling, accountability delegation, and effective communications. Recommend this course be a follow-on six months after completion of Supervising Human Resources course.	24
Managing Change	Managers & professional employees	Offers techniques to deal with long- and short-range changes within the organization (technological, social, political, economic, etc.).	24
Managing Other People's Writing	Managers and supervisors	Provides a review of basic writing standards and how to provide constructive feedback to the writer.	16
Media Training Workshop, The	SES employees, resident inspectors and other NRC employees who potentially interact with the news media	Provides participants with techniques and practical experience to communicate with the news media more effectively.	8
NRC and Its Environment	SES employees, managers, professional employees	Provides practical insights concerning Congressional, Executive, Judicial, and other forces that impact NRC's policies and programs.	24
NRC Inspection Team Leader Workshop	Inspection team leaders and members	Provides participants guidelines for leading teams and emphasizes the dual challenge of sensitivity to human dynamics as well as responsibility for mission accomplishment.	24

Course Title	Target Group	Description	Hours
NRC: What It Is and What It Does	New employees	Provides an overview of NRC organizations and their functions. Also provides historical background on the interaction of NRC and external organizations such as Congress, the Executive Branch, OMB, DOE, DOT, special interest groups, the nuclear industry, the media, the courts, and the States and how these institutions affect the way NRC conducts its business.	16
NRC Writing Program, The	All employees	Provides instruction on how to plan, write, and edit documents that are clear and logical.	24
Nuclear Reactor Concepts	All employees	Provides an understanding of nuclear power plant operation, general reactor design, reactor safety systems, and the sources of radiation that affect living organisms.	16
Organizational Effectiveness and Team Building	Managers, supervisors, and their staffs	Provides methods for improving individual and team competence in problem solving, planning, decision-making, and communicating. Sessions are individually designed for specific work teams.	16
Orientation to NRC Office Procedures	All new secretarial and clerical employees	Provides participants with an introduction to NRC's correspondence procedures, records and tracking systems, and travel and T&A records.	24
Performance Appraisal Workshop	Supervisors and managers (Level I mandatory course)	Analyzes individual positions; defines requirements and performance elements; determines critical and non-critical elements; establishes performance standards.	8
Performance Management Workshop	Supervisors and managers	Focuses on techniques to manage work performance analysis techniques, problem strategies, action planning and developmental strategies.	16
Personnel Management Practices	Supervisors and managers (Level I mandatory course)	Describes the role of the NRC supervisor in planning for, acquiring, developing, and utilizing employees to accomplish the work of the organization. Includes information concerning laws, policies, regulations, and the procedural framework within which supervisors carry out their responsibilities as well as the role of OP.	24
Planning for Retirement	NRC employees and their spouses contemplating retirement within ten years	Enables employee to plan for retirement. Provides components of a comprehensive retirement plan. The issues of financial planning discuss Federal retirement, SS, and thrift savings plan benefits, effects of tax and legal issues and savings benefits, and personal, health and psychological concerns that may impact a decision to retire earlier.	24
Pre-Supervisory Orientation Program	Non-supervisory employees	Provides a vehicle by which nonsupervisory personnel may gain information useful for determining their career goals and a better understanding of the role of the first-level supervisor. Part I (correspondence home study) and Part II (inhouse workshop) must be completed before certificate is given.	40 (Part I) 16 (Part II)
Problem Solving and Decisionmaking (KT course)	All employees	Utilizes the Kepner-Tregoe problem-solving approach; provides useful techniques for identifying and solving technical and non-technical problems.	40

Course Title	Target Group	Description	Hours
Proofreading	Clerical and administrative staff	Provides techniques on how to detect errors to in type written material and use of proofreading symbols.	16
Regulatory Process, The	All employees	Provides instruction on understanding the regulatory processes, legal requirements, and application of relevant statutes to licensing, rulemaking and inspection/ enforcement, and NRC's unique role in nuclear energy as an independent regulatory agency.	16
Sexual Harassment Prevention	All employees	Provides broad overview on subject of sexual harassment. Includes statutory requirements, rights and responsibilities of victims and management's role and responsibilities.	4
Situational Leadership Workshop	Team Leaders, Supervisors, branch chiefs, and above	Provides working knowledge of situational leadership, a process by which managers adapt their style of leadership behavior to meet the particular work situation and the needs of their employees.	8
Small Group Dynamics	All employees	Applies techniques for dealing as a leader and member of small work group to promote more effective group processes.	16
Stress Management	All employees	Deals with job stress factors and how they can be reduced, stress carriers, and relaxation training. Covers coping with stress and reducing self-generated stress.	16
Supervising Human Resources	Supervisors and managers (Level I mandatory course)	Details the role of the NRC supervisor: understanding the supervisory functions of planning, organizing, and controlling; leadership style identification; motivation techniques and other practical supervisory tools related to NRC supervisory situations.	40
Time Management	All employees	Offers techniques whereby employees may better manage time, both on and off the job.	16
Working with People with Disabilities	All employees	Designed to increase awareness of disabilities issues and dispel myths and misconceptions and eliminate common attitudinal barriers. Various types of disabilities covered are physical, psychological, communication and learning. The Americans with Disabilities Act and Rehabilitation Act will be discussed.	4

## SECTION III

INFORMATION TECHNOLOGY SERVICES  
TRAINING LABORATORY



## SECTION III INFORMATION TECHNOLOGY SERVICES TRAINING LABORATORY

The Information Technology Services Training Laboratory (ITS Training Lab) offers hands-on, instructor-led computer training to all NRC employees. Training classes are conducted daily at Headquarters. ITS Training Lab instructors also travel to NRC's regional offices and to the NRC Technical Training Center in Chattanooga, TN, to train employees.

The core of the ITS Training Lab's curriculum is its one-day course, "Introduction to Computer Resources." This course is designed for employees who need a basic understanding of microcomputers and software employed at the NRC. The course covers the basic functions of computer equipment. Students will identify the products generated by NRC-supported software and perform basic operations in WordPerfect and the AUTOS LAN.

After completing this introductory course, employees select follow-up courses based on their workplace needs. The ITS Training Lab curriculum includes introductory and intermediate level courses in dBASE III Plus, LOTUS 1-2-3, PC-DOS, WordPerfect, Harvard Graphics, AUTOS LAN Orientation, and Using Your AUTOS Local Area Network. A selection of advanced half-day courses that target specific WordPerfect capabilities at the lab are designed to advance the presentation of information at NRC. "Introduction to Communication Software at the NRC" class teaches students how to link their computer to another computer for ready file transfer. The curriculum also includes mainframe connectivity classes. Here, students learn to use their microcomputers as

terminals to retrieve information stored on agency-wide databases such as the Shared Information Network (SINET) and Nuclear Documents System Advanced Design (NUDOCS/AD).

For more information on the computer training program, call the ITS Training Lab Project Manager, Carolyn Bassin, OP/ODT, on (301) 492-8526.

### How to Register

- Fill out all requested information listed on the back of the ITS Training Announcement. The announcements are distributed to all employees bimonthly. Or, to obtain an announcement, call (301) 492-4744.
- Sign the In-House Training Request form on the back of the announcement and have your supervisor and administrative contact do the same.
- Return the In-House Training Request to W-306. Places in the class will be assigned on a firstcome, first-served basis, so return the form as soon as possible.
- You will receive confirmation by mail. Carefully review this class schedule. Because of varying demand, class dates are subject to change. In addition, you will be asked to confirm your attendance one week before the class is scheduled by calling (301) 492-4744.

### Location

Training classes are conducted on the third floor of the Woodmont Building, 8120 Woodmont Ave., Bethesda, MD. Classes meet for either half-day or full-day sessions. Consult the ITS Training Lab Announcement for specific times and locations. For more information, call the ITS Training Lab on (301) 492-4744.

Course Title	Description	Days
Introduction to Communication Software at the NRC	A course for the novice to telecommunications who needs to connect with other PCs and mainframe computers both within and outside the agency.	1
AUTOS and WordPerfect Office	A workshop on all the features of WordPerfect Office, including mail, calculator, scheduler, and the notebook.	1
dBase III+ Intermediate	A course for current users of dBase III who wish to learn more of the dBase commands.	2
dBase III+ Introduction	A course for those responsible for designing and maintaining databases.	2
DOS Advanced Commands	A course for the DOS user who wants to learn more about file attributes and how to write and edit DOS batch files.	1
DOS Fundamentals	A course for those who have used a computer and want to learn more about how to manage their information using paths and directories.	1
Harvard Graphics Introduction (Version 2.3)	A course on how to create presentation graphics using NRC standards.	1
Harvard Graphics Introduction to 3.0	For the user with the new 3.0 version, a class in creating text, bar, line, pie, and text graphs.	1
Harvard Graphics 3.0 Draw and Advanced Features	A course with a focus on the enhanced Draw feature and use of macros.	1
Introduction to Computer Resources	A class designed for the employee who needs to know the basics in PCs and software. This course is a prerequisite for most other classes at the ITS Training Laboratory.	1

Course Title	Description	Days
Introduction to Windows	For the person who needs the Windows environment, a course teaching how to use a mouse, multi-tasking, the clipboard to transfer information, and the file manager.	1
Lotus 1-2-3 Intermediate	A course during which efficient planning and documenting methods for building spreadsheets, techniques to move through and view the spreadsheets, formats, and printing are examined.	1
Lotus 1-2-3 Introduction	For the employee who needs to employ mathematical calculations a class introducing the spreadsheet concept and how to enter formulas.	1
Lotus 1-2-3 Macros	A course in creating, editing, and using macros with 2.x versions of Lotus 1-2-3. 1/2 Making Your Point with Graphics An advanced WordPerfect course that teaches how to incorporate clip art, Harvard Graphics, and more in a document.	1/2
Merging for Office Productivity	An advanced WordPerfect course for those who send multiple letters, have vast mailing lists, and need a quick and easy way to process them.	1/2
NUDOCS/AD	A course giving instruction on how to search, select, retrieve, and browse through documents. The Nuclear Document System/Advanced Design is an online retrieval system.	1
Taming the Laserjet Printer	A WordPerfect course on how to get the results you want from your laserjet printer.	1
Using Your AUTOS LAN	A course giving an overview of how to work in the AUTOS Local Area Network, manage files, and send e-mail.	1
WordPerfect: The Basics	The basic WordPerfect (NRC's word processing standard) course teaching how to create, save, print, and retrieve documents. Basic formatting techniques are taught in this course.	1
WordPerfect Columns and Tables	An advanced course that provides instruction in setting up tabular columns, and using the alternative: the table feature.	1/2
WordPerfect File and Document Management	An advanced course in file and document control, making edits and comments, and naming techniques.	1/2
WordPerfect Intermediate	A course providing advanced blocking techniques with an emphasis on formatting.	1
WordPerfect Macros	An advanced class that teaches the basic techniques necessary to store repetitive keystrokes and reuse them.	1/2
WordPerfect Tables and Spreadsheets	An advanced course that is a follow-up to the WordPerfect Columns and Tables course. This course will help the Lotus user link the spreadsheet to a WordPerfect document. It will help the non-Lotus user by teaching how to create tables with mathematical calculations in WordPerfect.	1/2
Working Smarter with Large Documents, Parts I and II	Two courses that address the sophisticated techniques available to control and protect large documents with advanced layout procedures, and the style feature.	1/2
Working Smarter with Legal Documents	For those offices that process legal documents, a course giving instruction on WordPerfect features to create a legal dictionary, create a Table of Authorities, and more.	1
AUTOS Through Windows	For those running AUTOS LAN in Windows this course teaches use of e-mail, LAN directories, printing and LAN security.	1

## SECTION IV

### INDIVIDUALIZED LEARNING CENTER

## SECTION IV INDIVIDUALIZED LEARNING CENTER

Room 325  
8120 Woodmont Ave.  
Bethesda, MD  
(301) 492-4514 or (301) 492-8526  
Mail Stop W-316

The Individualized Learning Center (ILC) offers a training alternative to classroom instruction at NRC. Video and audio tapes, computer-based instruction, and multi-media training are available.

You have a choice of using training programs at the ILC or borrowing materials for use in your office.

Programs in the Learning Center are designed to individualize instruction to meet your needs. Training is available in:

- Communication and Performance Skills
- Computer Skills
- Employee Assistance
- Equal Employment Opportunity
- Management and Supervision
- Project Management
- Secretarial Skills
- Additional Programs

### How to Register for ILC Courses

- (1) Select the program you need and fill out the Course Registration Form available in the ILC catalog. For use during office hours (8:00-5:00), you will need approval from your supervisor. Indicate the program you wish to use and when you wish to use it.
- (2) Send the completed Course Registration Form to the ILC at W-316.
- (3) Your request will be directly confirmed by the Learning Center. If you cannot attend during your reserved time, be sure to cancel so others may use the equipment.
- (4) If you wish to be scheduled immediately, gain approval from your supervisor and call the ILC to be sure there is space available and to schedule your time. Bring the completed registration form with you.

The ILC is located at:

Individualized Learning Center  
Training Complex, Third Floor

To extend training opportunities to all NRC employees, the ILC has a Lending Library. Most programs are now available for use outside the Learning Center. Students will be able to borrow courses for one and two-week periods.

### How to Register for Lending Library Materials

- (1) Select the program you need and fill out the Lending Library Registration Form available in the catalog.
- (2) Send the completed Lending Library Registration Form to the ILC at W-316.
- (3) Your request will be processed and you will receive the program as soon as it is available. This is a first-come, first-served registration, so the earlier you register, the sooner you will receive your program. However, if you need something right away, remember that all courses are available for study in the Learning Center.
- (4) You will receive the program in the mail for one- and two-week periods.
- (5) Return the materials by mail to the Individualized Learning Center at W-316. Be sure to include your Attendance Card and Course Evaluation with the materials in order to receive credit for the course.

The programs available through the Lending Library are listed in the ILC Catalog. Those programs available for lending are clearly marked with an asterisk in the catalog.

We encourage you to borrow materials, but with the Lending Library program, we assume you know how to use VHS video player or computer equipment or can learn how by visiting the ILC or obtaining assistance in your office. You will need to be able to follow the instructions for using the materials on appropriate equipment.

You will be able to borrow two programs at one time. If you register for more than two programs, the additional programs will be mailed to you upon return of the first program.

## SECTION V

### SPECIALIZED TECHNICAL TRAINING

## SECTION V SPECIALIZED TECHNICAL TRAINING

A program of technical training is conducted by the NRC Technical Training Center (TTC), located in Chattanooga, TN. The TTC is a functional part of the NRC Headquarters Office for Analysis and Evaluation of Operational Data (AEOD). This technical training program is promulgated through the TTC Syllabus of Courses, provided as an addendum to this guide, and through the TTC Course Schedule which is issued separately. (No new addendum will be issued in conjunction with this guide for this year.) The technical training program provides reactor technology training in both classroom and reactor simulator environments in the General Electric, Westinghouse, Combustion Engineering, and Babcock and Wilcox reactor vendor designs; other reactor technology training; and other specialized technical training in the areas of engineering support, health physics, safeguards, and inspection or examination techniques.

The courses within the technical training program are developed to meet training and qualification requirements defined by the NRC program offices and regions in a variety of manual chapters, directives, standards, and office letters. Technical training is provided for a wide variety of NRC technical disciplines, including inspectors, operator licensing examiners, Headquarters operations officers, project managers, and license reviewers. Technical training is also provided in support of NRC technical intern programs to prepare technical interns to successfully complete training and qualification programs associated with many NRC technical disciplines.

Most courses in the technical training program have examinations. Successful completion of the course typically requires course attendance and successful completion of the examination. Some NRC personnel with extensive backgrounds in the associated field can be exempted from selected courses through successful completion of the course examination. Registration of students into these technical training courses is accomplished through Training Coordinators who are specifically identified for each office and region. A list of these Training Coordinators is provided as part of the TTC Course Schedule. Training Coordinators complete the registration process by contacting the TTC Management Support Staff. For additional information about the Technical Training Center, call (615) 855-6500.

### PROBABILISTIC RISK ASSESSMENT (PRA) TECHNOLOGY TRANSFER PROGRAM

The Probabilistic Risk Assessment (PRA) Technology Transfer Program is designed to train NRC employees in the techniques and uses of PRA. Use of PRA techniques enables inspectors to evaluate risks associated with various safety issues, and to apply the results of PRAs in the process of regulating and inspecting nuclear power plants.

The PRA courses are periodically reviewed and revised to incorporate the latest information available, and, as needs change, new courses are added to the curriculum. Course instructors are PRA experts employed in private industry and at the DOE National Laboratories. Instructors from NRC's Technical Training Center (TTC) teach two of the courses in the PRA program.

#### Location

PRA Headquarters courses are usually conducted in Room 360, Woodmont Building, 8120 Woodmont Ave., Bethesda, Md. Additional PRA courses may be given in the Washington, DC area and in the NRC regional offices, as needed.

#### How to Register

Enrollment and course completion procedures are similar to other in-house training courses. The main features of the PRA enrollment procedures are:

- Students request enrollment through their supervisors and Training Contacts a minimum of three weeks before a course is scheduled to begin.
- Individual course announcements with a registration form on the reverse side will be sent to all employees five weeks before a course is scheduled to begin.
- Training Contacts submit written enrollment requests to EG&G Idaho, Inc., Joyce Nelson, 11426 Rockville Pike, Suite 300, Rockville, MD 20852, three weeks before a course is scheduled to begin.
- The NRC Office of Personnel will confirm enrollments into PRA courses two weeks before courses start.

Participants may request enrollment in more than one course at a time on applications available from the NRC Training Contacts. However, requests must be submitted three weeks before the first course is scheduled to begin.

The additional lead time for confirmed registrations gives Training Contacts the opportunity to fill openings created by student cancellations. The PRA program staff also has time to fill courses with low initial enrollments, thus avoiding course cancellations.

The general policy for course presentations is a minimum of 10 confirmed registrations one week before the scheduled first day of class. The INEL PRA program staff will notify Training Contacts by telephone if it is necessary to cancel a course due to low enrollment. The Training Contacts should then notify the affected employees.

T. Larry Bell, AEOD/TTC, the NRC Project Manager, may be reached on (615) 855-6524. Additional PRA programmatic guidance is provided by NRC's PRA Advisory Committee. The program is managed and administered through the DOE National Laboratory, Idaho National Engineering Laboratory (INEL) EG&G Idaho, Inc.

The PRA Technology Transfer Program consists of the following courses:

Course Title	Description	Days
BWR GE Technology (101B)	This course provides an overview of BWR fluid control systems, explains the function and operations of BWR safety systems, and describes the normal operation and decay heat removal modes for BWR and the BWR systems response to emergency conditions.	4
Fundamentals of PRA	This course focuses on plant systems modeling and PRA applications and provides an overview of a full range of PRA subject matter in abbreviated form such as: risk assessment concepts, elements of nuclear plant risk, reliability and risk analysis, accident initiators, event tree/fault tree analysis and quantification, common-cause failures, human reliability, accident process analysis, fission product transport and release, fundamentals of consequence evaluations, and PRA integration.	3
Human Reliability Assessment	This course provides a perspective on human reliability assessment (HRA), standard approaches to integration with PRA, modeling and quantification techniques, and problems with HRA.	3
IRRAS Basics (Integrated Reliability Analysis System)	This course enables participants to perform probabilistic risk assessment analysis on a personal computer.	4
IRRAS Advanced (Integrated Reliability and Risk Analysis System)		2
Overview of Performance Assessment Techniques for High-Level Waste [Repositories]	This course provides a general overview of the regulatory bases, analytical techniques, and programmatic objectives of performance assessment (PA) of highlevel waste repositories. It focuses on: relationships between HLW regulation and PA; essential steps in completing a PA; management policy issues including licensee/regulator interaction, reviewing a PA; rate of PA in systematic regulatory analysis; and the establishment of research priorities related to PA.	1
Overview of PRA	This course provides participants with a general overview of risk concepts and PRA methodology, and illustrates where and how PRA technology is currently being used in the agency to fulfill its mission.	1
PRA Basics for Inspection Applications	This course meets the special needs of Regional and Resident Inspectors who have a need to have limited knowledge of PRA issues and insights to better evaluate the effects of design, testing, maintenance, and operating strategies on system reliability.	4
PRA Basics for Licensing Project Managers	This course addresses the special needs of Project Managers, Project Engineers, and Project Directors who require a knowledge of PRA issues and insights for better evaluation of design, testing, maintenance, and operation that most impact plant risk.	3
PRA Basics Workshop - Followup		3
Probability and Statistics for PRA	This course provides selected quantitative concepts from the fields of probabilistic modeling, statistics and reliability theory that arise frequently in PRA. The course provides an understanding of mathematical models commonly used in PRAs, and the important assumptions that accompany those models.	5
PWR Westinghouse Technology (101F)	This course describes the functions and flow paths of major systems, instrumentation, terminology, and equipment location. Emphasis is on nuclear steam supply system, including the engineered safety features.	4
SARA Basics (System Analysis and Risk Assessment System)	This course provides hands-on training to perform data extraction, editing and sensitivity analyses of PRA results on the PC.	4
Seismic Margins Methods	This course provides a plant level seismic margins assessment using event tree/fault tree techniques. Enables course participants to understand the end product of the margins assessment and the plant-level peak ground acceleration value for which there is high confidence in a low probability failure.	3

## SECTION VI

### AGENCY-SPONSORED GRADUATE-LEVEL PROGRAMS



## **SECTION VI AGENCY-SPONSORED GRADUATE-LEVEL PROGRAMS**

### **MULTIDISCIPLINARY PROGRAMS**

The NRC has recognized the organizational need to provide for training in: (1) a multidisciplinary approach to the study and application of safety and health aspects of accident prevention; and (2) a multidisciplinary program in the use of a systems approach to management, human factors, and systems technology. In the latter case, there are options of applicability in information systems, research and development, and safety management, as well as engineering systems analysis and management.

Though training in these areas may be pursued through individual courses of instruction, it must generally be taken on off-duty hours, representing a heavy personal, voluntary commitment of an employee's time. These NRC-approved and funded programs involve the pursuit of a full program of study, potentially leading to a master's degree in Systems Management, or Engineering Systems Analysis and Management, if the individual completes the program. The programs will no doubt appeal to the more senior managers and technical specialists responsible for establishing standards for and regulating the highly complex nuclear industry and for whom this training is most applicable. The NRC-approved programs satisfy an organizational need as well as an individual need. Training within these programs will be requested on Training Request and Authorization (NRC Form 368) will require approval by the Office Director, and will be authorized by Organizational Development and Training (ODT), Office of Personnel, within the general guidelines that pursuit of the program to the awarding of a degree is not a requirement nor is pursuit of the program mandatory. However, the NRC, in approving such training, recognizes that its completion could, and in all probability will, lead to participants in the programs receiving a degree. Regional offices shall have the same opportunity to participate in similar programs if locally available and if Headquarters' approval is obtained.

The following information briefly describes the thrust of the approved courses of study.

#### **SYSTEMS ANALYSIS AND MANAGEMENT GEORGE WASHINGTON UNIVERSITY**

Participants in this program are prepared for responsible positions in the practice of systems analysis.

The student should achieve a broad understanding of the administrative and decisionmaking process and of the systems approach to managerial problem solving, and be competent in applying mathematical and statistical techniques to the solution of managerial problems.

The graduate should be able to develop insight into the variety and nature of managerial problems, their causes, and possible cures. In addition, the graduate should understand the importance of the human factor in administration and be

able to apply scientifically based analysis and quantitative methods in dealing with managerial problems.

The systems viewpoint will help in learning to arrange and relate information about the organizational unit in which a problem exists. Whether the student aspires to be a manager or to be a staff person dealing with managerial matters, the student should acquire concepts and experiences helpful in preparing for such a position.

#### **TECHNICAL MANAGEMENT JOHNS HOPKINS UNIVERSITY**

The overall objective of this program is to prepare persons trained and experienced in science or engineering in the elements of managing technical projects and organizing and supervising technical personnel. The program is organized along two parallel tracks: Project Management—the organization and direction of specific technical projects and Organization Management—the organization and supervision of people to accomplish technical objectives. Instructional methodology employs a mix of lectures on theory and practice by experienced technical managers and realistic problem situations in which students will play a management role, dealing with problems and making decisions which are typically required of technical managers. Management theories and tools are presented in the context of the problem situation. The dynamics of continual technical change is emphasized. Appropriate emphasis is given to that blend of technical, administrative, business, and interpersonal skills required for the successful management of high technology organization and projects.

#### **TECHNOLOGY MANAGEMENT UNIVERSITY OF MARYLAND**

This program consists of a series of practical, technology-related curricula, designed to serve companies and other organizations involved in the development and application of technology to today's economic challenges.

The program emphasizes the essential functions, processes, and systems required to plan, develop, implement, finance, control, produce, and market technological innovations. It also includes an internship or management project that provides students with an opportunity to apply the skills they have learned.

#### **ENGINEERING MANAGEMENT UNIVERSITY OF MARYLAND**

This program offers graduate-level study in an engineering discipline and in management and policy sciences. It is directed at the professional engineer who wants to extend his/her engineering capabilities and at the same time develop the capability to lead and manage engineering activities in technology-based organizations.

For further information regarding these programs call Lillian W. van Santen, OP/ODT, on (301) 492-8938.

### **NRC GRADUATE FELLOWSHIP PROGRAM**

The NRC Graduate Fellowship Program is designed to support students in advanced study and practical work

experience in health physics, nuclear engineering, and specialty engineering disciplines such as thermal hydraulics, core physics, and seismology. The program's primary purpose is to provide an additional means of obtaining qualified and capable individuals in needed technical disciplines and thereby help reduce the impact of attrition, and help ensure that the NRC will have an adequate supply of these highly qualified health physicists and engineers in the future. The program will also provide an opportunity to support the Commission's EEO and Affirmative Action goals.

Applicants must have an engineering or health physics/scientific background and an interest in pursuing additional education. Examples of disciplines that will be sponsored in this program are health physics/radiation protection, nuclear engineering, instrumentation and controls, core physics, thermal hydraulics, metallurgy, thermal shock, and geology/seismology. Program selectees must have completed a nine-month work period with NRC or three work periods as a COOP prior to beginning full-time university education.

### PROGRAM ELEMENTS

Fellows would go on leave without pay (LWOP) and receive a monthly stipend of \$1400 and full payment of tuition and fees. Fellows will be reimbursed for travel expenditures associated with this program. Fellows will have to contribute to their cost of enrollment in the Federal Employees Health Benefit Program (FEHBP). Coverage will continue with the employee paying his/her share of the cost and the NRC paying the government's share until the employee reaches 365 days in an LWOP status. Enrollment will terminate when the total time on LWOP reaches the 365-day limit, unless the participant returns to work for at least 4 consecutive months. Since participants are responsible for paying their share of the cost of enrollment, they may make payments to the NRC Payroll Office while on LWOP, or recovery will be made from the employee's salary upon return to work. Once enrollment terminates, participants should pick up health insurance benefits through another source. If health insurance coverage is elected through the university, the cost will be included with programmatic expenses, arranged by the Oak Ridge Associated Universities and paid by the NRC. Basic and optional life insurance will continue without cost to the fellow for 12 months. The employee has at least 4 consecutive months during which she received some pay in each pay period after a period of nonpay status, the employee is entitled to begin a new 12-month period of continuation of enrollment. The fellow cannot pay into the Federal Government's Thrift Savings Plan while on LWOP.

### PROGRAM CONDITIONS

Each fellow, upon successful completion of the program, will be expected to comply with the following continued service obligation agreement: for every academic year of the fellowship, the fellow is expected to work for NRC for two calendar years. A signed agreement to this effect will be executed prior to commencing the fellowship.

### SELECTION PROCESS FOR NRC EMPLOYEES AND COOPS

A senior management NRC screening panel will make recommendations for selection to the Executive Director for

Operations who will approve all selections. The selected NRC employees will apply to graduate school after successful work performance has been determined.

### PROGRAM COMPLETION

When they have successfully completed the program, fellows will be assigned to an NRC position determined by the Executive Director for Operations based on input from appropriate Office Directors and Regional Administrators.

### APPLICATION PROCEDURES

In addition to an NRC Graduate Fellowship Program application, eligible NRC and COOP applicants must submit an updated SF-171, undergraduate and graduate transcripts, Graduate Records Examination scores, a copy of the latest performance appraisal, if available, and a supervisory/managerial recommendation. These applications will be submitted via the Office Directors/Regional Administrators. Employees interested in the NRC Graduate Fellowship Program should call Kristin R. O'Donnell on (301) 492-4684 for general information and application materials.

### NRC SENIOR FELLOWSHIP PROGRAM

The NRC Senior Fellowship Program is designed to advance the expert status of NRC employees through advanced education in disciplines critically needed to support the agency's mission. This program is targeted at employees in grades GG-14 and above who have scientific or engineering backgrounds, and an interest in pursuing additional education at the graduate level, or other studies, in specialized engineering or scientific disciplines that have been identified by NRC management as a critical need. The successful candidate should generally have seven or more years of directly related work experience at the time the program begins, including five years as an NRC employee. The FY 1994 program will offer a Senior Fellowship in materials engineering with an emphasis on steam generator or reactor vessel materials, corrosion mechanisms, and non-destructive examination processes to detect and monitor those conditions. Other disciplines may be identified as critical needs in future years.

### PROGRAM ELEMENTS

Through the Senior Fellowship Program, the agency will sponsor NRC employees in a graduate-level program, or other studies, in specialized engineering or scientific disciplines. If the fellowship is to be undertaken at an institution of higher learning, selectees would have to seek their own acceptance at the approved institution, and would be required to coordinate major research or thesis topics with the sponsoring office. If the fellowship is to be undertaken at a national laboratory or research center, the NRC will help the selectee establish the necessary relationship. During non-academic periods, such as summer break, and when research permits, participants who have not relocated would be expected to work in the sponsoring NRC headquarters or regional office. Participants who have relocated would be expected to continue to perform research or undertake other appropriate studies. Fellowship selectees will retain their current appointments, and NRC will be responsible for the salaries, benefits, temporary subsistence or relocation, if required, and tuition, fees, and books.

## **PROGRAM CONDITIONS**

Each fellow will be expected to comply with the following continued service obligation agreement: for every academic year of the fellowship (for every 2 semesters, or approximately 8 months) at the institution of higher learning, the fellow owes NRC two calendar years of work. A signed agreement to this effect will be executed prior to commencing the fellowship.

## **SELECTION PROCESS**

Selections will be made by the Executive Director for Operations based on the recommendations of the Executive Development Committee. Applications for the Senior Fellowship Program must include endorsements provided by the candidate's management including Branch Chief, Division Director, and Office Director/Regional Administrator.

## **PROGRAM COMPLETION**

Upon successful completion of the program, fellows will be assigned to an NRC position (generally in the sponsoring office) in the area for which training was obtained. This

decision will be made by the Executive Director for Operations based on input from appropriate Office Directors and Regional Administrators.

## **APPLICATION PROCEDURES**

In addition to the Senior Fellowship Program application, eligible employees must submit an updated SF-171, a copy of their three latest performance appraisals, three written recommendations that support selection for the program based on performance, and professional and academic accomplishments, and management endorsements as indicated in the Senior Fellowship Application. Applicants are also required to develop a program plan which contains the applicant's proposal for designing a fellowship program to meet the agency's critical need in the discipline area chosen. All applications will be submitted through the Office Directors/Regional Administrators and include endorsements from the candidate's Branch Chief, Division Director, and Office Director/Regional Administrator. Employees interested in the NRC Senior Fellowship Program should call Mary Louise Roe, OP/ODT, on (301) 492-4649, for general information and application materials.

## **SECTION VII**

**EXECUTIVE/MANAGEMENT/SUPERVISORY  
DEVELOPMENT COURSES**

## **SECTION VII EXECUTIVE/MANAGEMENT/ SUPERVISORY DEVELOPMENT COURSES**

The NRC has a comprehensive executive, management, and supervisory development curriculum that includes a mandatory supervisory development program designed for new supervisors; managerial courses which provide continuing development; a long-term Supervisory Development Program designed for prospective supervisors, and an SES-Candidate Development Program designed for prospective senior executives. In addition to a wide variety of internal courses, the NRC utilizes external training provided by government and private sector sources.

### **EXECUTIVE DEVELOPMENT**

A number of Federal and non-government educational institutions provide a variety of executive-level courses which NRC senior executives attend. Among these are the Federal Executive Institute (OPM), Brookings Institute, and Harvard University. These courses contribute to the growth of conceptual skills by exposing the executive to a spectrum of analytical perspectives on public policy issues.

### **SES CANDIDATE DEVELOPMENT PROGRAM**

The NRC Senior Executive Service Candidate Development Program (SES-CDP) provides highpotential employees developmental activities that prepare them for future positions as Senior Executives at the Nuclear Regulatory Commission (NRC). The program is twelve months in duration and is tailored to each participant's own developmental needs. The program is designed to provide learning experiences and developmental activities which will result in the participant's certification as a member of the SES by an OPM Qualifications Review Board.

### **NRC SUPERVISORY AND MANAGERIAL DEVELOPMENT PROGRAM CURRICULUM**

The NRC Supervisory and Managerial Development Curriculum includes several unique features designed to improve individual employee performance as well as overall organization performance. The curriculum consists of a systematic approach to developing managerial personnel and is based upon current and long-term human resources needs of the agency. In order to ensure that all supervisors and managers avail themselves of appropriate learning activities, certain courses have been made mandatory for all newly appointed supervisors and managers within NRC. The curriculum has been designed using a systematic structure consisting of three developmental levels.

#### **LEVEL I – MANDATORY BASIC SUPERVISORY CORE COURSES**

This level consists of a series of seven core supervisory courses:

- (1) Supervising Human Resources
- (2) Management Workshop
- (3) Personnel Management Practices
- (4) Performance Appraisal Workshop
- (5) EEO for Managers and Supervisors
- (6) Drug-Free Workplace for Supervisors
- (7) Sexual Harassment Prevention

These courses focus on the basic principles and practices of effective supervision in NRC. The content and approach are designed to create awareness and build knowledge about one's own managerial approach and how to meet the needs of subordinates, the expectations of the individual manager and of the organization. Level I courses are concerned with the theory and practice of motivation, communications, role definition, personnel practices, performance appraisal, management style, equal employment opportunity, and other subjects. Because of the nature of their design, these courses are open only to employees who are currently supervisors in NRC. Supervisors must complete Level I within 18 months of appointment.

#### **LEVEL II – MANAGERIAL SKILL BUILDING COURSES**

This level consists of courses and workshops directed toward the application of techniques for improving supervisory performance and overall organizational effectiveness. These courses are designed to further an understanding of the balance between managing both NRC's human and material resources. The learning activities emphasize enhancing knowledge and skill in supervisory communication, decision making, problem solving, and management of material resources. Most of these courses are open to employees who are not currently in a supervisory position. Individual course descriptions specify the intended audience.

In order to encourage continuing managerial development, supervisors/managers must complete at least two Level II courses within the first 24 months of appointment. A course in "Acquisition for Supervisors and Managers of Project Officers" or "Acquisition for Project Managers" is required in addition to one other managerial course. Depending upon the learning need of the individual supervisor/manager, this requirement may be completed before the Level I courses are completed.

#### **LEVEL III – PUBLIC ADMINISTRATION COURSES**

Level III courses provide an understanding of concepts necessary to strengthen the capability of supervisors to manage in the public sector. Areas of emphasis include integrating the supervisor's job with regulatory processes and helping participants better understand the role of public administrator. Level III courses are not mandatory, but are included in the program to emphasize the desirability to continue management development beyond the basic minimum level. Supervisors may begin taking Level III courses any time and complete those courses they find particularly useful in meeting their individual developmental needs.

The NRC presents two courses "The Regulatory Process" and "NRC and Its Environment," which cover Level III objectives. There are many additional courses given by non-NRC organizations such as OPM's Management Development Centers and local colleges and universities that also fulfill Level III objectives.

For additional information about the Supervisory and Managerial Development curriculum, call August K. Spector, OP/ODT, on (301) 492-4685 or E-Mail: AKS.

### **SUPERVISORY DEVELOPMENT PROGRAM**

The NRC Supervisory Development Program (SDP) has been established to provide high-potential employees GG-14/15 and above in non-supervisory positions with developmental activities that prepare them for future positions as supervisors and managers at NRC. This 18-month program is tailored to each participant's own developmental needs, focusing on those competencies desirable for successful supervision at NRC. For further information on

this program, call August K. Spector, OP/ODT, on (301) 492-4685 or E-Mail: AKS.

### **WOMEN'S EXECUTIVE LEADERSHIP PROGRAM**

The Women's Executive Leadership (WEL) Program is a developmental program that provides supervisory/managerial training and development opportunities for high-potential Federal employees, preparing them for future opportunities as supervisors and managers.

Designed for women and men in non-supervisory positions, or new supervisors with less than one year's experience at the GG-11/12 level, the WEL Program is tailored to the participant's own developmental needs, focusing on those competencies and effectiveness characteristics needed to be a successful supervisor or manager.

Under the direction of OPM's Office of Washington Training and Development Services, the WEL Program is to be completed in 12 months. For further information on this program, call Maria Rucci Dolan on (301) 492-4513.

## SECTION VIII

PROGRAMS FOR SECRETARIAL/CLERICAL/  
ADMINISTRATIVE ASSISTANT EMPLOYEES

## SECTION VIII PROGRAMS FOR SECRETARIAL/CLERICAL/ ADMINISTRATIVE ASSISTANT EMPLOYEES

The NRC provides three developmental programs to help employees expand their spectrum of training opportunities. While employee job satisfaction is an underlying factor in these programs, the main purpose of the programs is to enhance and develop the knowledge and skills of participants to meet the NRC's organizational needs.

These programs are open to all employees who meet the established eligibility criteria for each of the programs. Program participants must understand that these programs are developmental in nature and provide no guarantee of promotion or other upward mobility action.

These programs are managed by Maria Rucci Dolan, OP/ODT. Her telephone number is (301) 492-4513.

Each of the three programs is identified and described below.

### CERTIFIED PROFESSIONAL SECRETARY

The goals of the Certified Professional Secretary (CPS) Program stem from the objective to upgrade the secretarial profession by encouraging secretaries to raise their own standards of professionalism. To attain success and recognition as professionals, secretaries must be prepared to devote time to continued learning.

A commitment to the CPS Program provides a secretary with a means of obtaining education and training in subject areas somewhat outside the narrowest confines of the secretarial duties.

NRC's program is designed to assist those individuals who wish to prepare for the two-day CPS examination. The NRC does not pay the examination fee, but does pay for courses in the six examination areas.

- **BEHAVIORAL SCIENCE IN BUSINESS** tests the principles of human relations and organizational dynamics in the work place. It focuses on needs, motivation, nature of conflict, problem-solving techniques, essentials of supervision and communication, leadership styles, and an understanding of the informal organization.
- **BUSINESS LAW** measures the secretary's (a) knowledge of the principles of business law and (b) knowledge of the effect of governmental controls on business. Understanding of the historical setting in which these controls developed is emphasized in preference to names and dates.
- **ECONOMICS AND MANAGEMENT** consists of 35% economics and 65% management. Emphasis is

placed on understanding the basic concepts underlying business operations. Included are key economic and management principles, as well as the latest governmental regulations in business.

- **ACCOUNTING** measures (a) knowledge of the elements of the accounting cycle; (b) ability to analyze financial statement accounts; (c) ability to perform arithmetical operations associated with accounting and computing interest and discounts; and (d) ability to summarize and interpret financial data.
- **OFFICE ADMINISTRATION AND COMMUNICATION** measures proficiency in subject matters unique to the secretary's position: (50% office administration) executive travel, office management, records management, and reprographics; and (50% written business communication) editing, abstracting, and preparing communications in final format.
- **OFFICE TECHNOLOGY** covers the secretary's responsibilities created by data processing, communications media, advances in office management, technological applications, and records management technology.

The granting of a CPS rating is evidence of the fulfillment of a prescribed program of education, satisfactory secretarial experience, and the successful completion of a two-day comprehensive examination in the six subject matter areas. A secretary is allowed six years to complete (pass) all six parts of the examination. Program participants are under no obligation to NRC to take or pass the CPS examination.

Employees applying for the Certified Professional Secretary Program should send a memorandum to the Office of Personnel stating their interest in participating in this program. CPS applicants should also develop and forward an Individual Development Plan with their memorandum.

### ADMINISTRATIVE SKILLS ENHANCEMENT

The Administrative Skills Enhancement Program is designed for secretaries and administrative assistants who wish to develop administrative skills to meet NRC's future administrative needs.

Candidates for the Administrative Skills Enhancement Program should identify an administrative area in which they desire to pursue a career and develop an IDP which clearly identifies the training and developmental assignments that will assist them in achieving their career goals.

NRC provides administrative skills enhancement in a number of areas, such as: Accounting, Budget and Finance, Contract Procurement, Personnel, and Paralegal. Participants and supervisors must be committed to the Individual Development Plan (IDP) agreed upon and work together to achieve the goals identified in the IDP. The Administrative Skills Enhancement Program is open to NRC secretaries and administrative assistants (GG 5-12) who meet the following eligibility criteria:

- high-school graduate
- full- or part-time permanent NRC employee
- continuous one-year employment with NRC



- fully satisfactory performance appraisal

Employees applying for this program should submit a written statement to their supervisors outlining how the employee's participation in the program will benefit both the NRC and the employee along with the employee's proposed Individual Development Plan.

Supervisors will send a written recommendation to the Office of Personnel nominating the NRC employee for the program along with a copy of the approved IDP. Supervisors will establish a beginning date and realistic ending date (no more than four years' duration for the entire program).

## COMPUTER SCIENCE DEVELOPMENT

The Computer Science Development Program enables NRC employees to broaden the scope of their computer training to meet NRC's future computer-based needs. To gain a working knowledge of NRC's current computer systems, employees will utilize the NRC Information Technology Services Training Laboratory (ITS Lab). After completing this training, program participants may attend university courses,

USDA Graduate School courses, and a select number of courses offered by private companies. This training and education must be in a computer area in which the Agency foresees a need.

The Computer Science Development Program is open to NRC secretaries and administrative assistants (GG 5-12) who meet the following eligibility criteria:

- high school graduate
- full- or part-time permanent NRC employee
- continuous one-year employment with NRC
- fully satisfactory performance appraisal

Employees applying for this program should submit a written statement to their supervisors outlining how the employee's participation in the program will benefit both the NRC and the employee along with the employee's proposed Individual Development Plan.

Supervisors will send a written recommendation to the Office of Personnel nominating the NRC employee for the program along with a copy of the approved IDP. Supervisors will establish a beginning date and realistic ending date (no more than four years' duration for the entire program).

## SECTION IX

### ORGANIZATIONAL AND INDIVIDUAL DEVELOPMENT PROGRAMS

## SECTION IX ORGANIZATIONAL AND INDIVIDUAL DEVELOPMENT PROGRAMS

### ORGANIZATIONAL DEVELOPMENT

Organizational Development (OD) services provide consultation to managers to help them and their staff better deal with work-related issues. At the operational level (Division, Branch, and Section), these services include process facilitation, team building, leadership transition planning, strategic planning, and conflict resolution. In addition, organizational development consultation services are available for organization diagnosis, systems design, data analysis, and Total Quality Management (TQM).

One of the major differences between training and OD interventions is that OD focuses on the real-time work of the clients. Rather than simulations and case studies, OD operates with work relationships that are in progress.

Staff team building is a service to assist the manager in assessing the effectiveness of the work team. The assessment considers the team's mission, goals, roles, and general interaction. Facilitated sessions are then designed to address the needs identified by the assessment. Assessment tools often used in the sessions are the Meyers Briggs Type Indicator, the Thompson-Kilman Conflict Mode Indicator, and the Teleometrics International Diagnosis Instruments.

Leadership transition planning is offered to incoming managers and supervisors to reduce the organizational disruption and downtime which occurs with most changes of leadership. Specific assistance is usually in the form of a short transition process activity preceded by data gathering and feedback to the manager. Benefits of a planned transition are reduction of anxiety and confusion, clarification of roles and responsibilities, establishment of goals and priorities, enhancement of teamwork and communication, and enhancement of the success of the new leader.

Any manager interested in taking advantage of these services should call August Spector, OP/ODT, on (301) 492-4685 or E-Mail: AKS. All consultations are regarded as confidential.

### INDIVIDUAL CAREER COUNSELING

The career counseling program consists of four 50-minute sessions geared to an individual's specific needs. It provides an opportunity to explore career-related issues, in a confidential manner, with an impartial professional career counselor at a location removed from the agency. It will assist the individual in identifying and dealing with personal strengths and weaknesses. Participants will most likely complete the Meyers Briggs Type Indicator, which measures employee strengths and weaknesses.

The counseling covers a wide range of subjects including: how to make effective career decisions, ways to set short-term and long-range goals, means of career advancement, methods of investigating new work options, ways to develop new skills, strategies for making a career or job change, how to deal with conflicts concerning a career plateau, how to communicate qualifications to employers more effectively, ways to explore and develop retirement opportunities, and how to develop an Individual Development Plan.

### CAREER DEVELOPMENT INITIATIVE

The Career Development Initiative was launched by the Executive Director for Operations in 1990 to promote actively the career development of women and minorities. In order to create an environment in which employees have equal opportunity to succeed, several affirmative steps are being taken including encouraging the preparation of individual Development Plans (IDPs), and monitoring the implementation of IDPs. For more information about this initiative, call Barbara Williams, Assistant for Minority Career Development at (301) 492-4242. For information about preparing IDPs, call Maria Rucci Dolan, OP/ODT, on (301) 492-4513.

## SECTION X

### INTERAGENCY TRAINING PROVIDERS

## SECTION X INTERAGENCY TRAINING PROVIDERS

### OFFICE OF PERSONNEL MANAGEMENT

The Office of Personnel Management (OPM) offers a wide variety of training and development courses. It issues a training catalog with brief course descriptions. The Training Contact in each NRC Headquarters office has a copy of the OPM catalog.

The OPM courses are listed alphabetically in the table of contents and by functional areas. This manner of listing makes it easier to locate the specific area in which training is desired.

*OPM must receive nominations at least five weeks before the course begins.* OPM can sometimes accept late nominations. If the nomination deadline has passed, call OPM to see if there may still be room in the program.

**Nominations for training should be typed** on NRC Form 368.

The mailing address of the OPM facility should be typed (as shown below) in **all capital letters without punctuation** (in the facility box) so the training request can be sorted automatically by the Postal Service.

U.S. OFFICE OF PERSONNEL MANAGEMENT  
PROGRAM MGMT & CUSTOMER RELATIONS DIVISION  
(Indicate course code, e.g., 21CM)  
P.O. BOX 7230 WASHINGTON, DC 20044-7230  
General Information (703) 312-7200

If unsure which functional area to call, use (703) 312-7200.

The cancellation deadline is two weeks before the start of any OPM course. That is the latest date nominations may be canceled without charge to an agency. If an emergency arises and the agency cancels after the deadline, the agency will be billed. The nomination will then be held for the next course on a space-available basis. The applicant will be notified by OPM. Applicant should report to class only after notification has been received from OPM.

For other information on courses in the OPM catalog or other services, call the appropriate OPM training organization in Washington, D.C.

### MANAGERIAL AND EXECUTIVE DEVELOPMENT TRAINING

The following OPM organizations provide managerial and executive development training:

**Federal Executive Institute (FEI)**

U.S. Office of Personnel Management  
The Federal Executive Institute  
1301 Emmet Street  
Charlottesville, VA 22901  
Phone: (804) 980-6200  
Fax: (804) 979-1030

### Management Development Centers (MDCs)

U.S. Office of Personnel Management  
Central Management Development Center  
301 Broadway Street  
Oak Ridge, TN 37831-3515  
Phone: (615) 576-1730  
Fax: (615) 576-2710

U.S. Office of Personnel Management  
Eastern Management Development Center  
c/o Brunswick Hotel  
Chestnut & Queen Sts.  
Lancaster, PA 17603  
Phone: (717) 399-0112  
Fax: (717) 399-0115

U.S. Office of Personnel Management  
Western Management Development Center  
1405 Curtis Street  
Denver, CO 80202  
Phone: (303) 844-6184  
Fax: (303) 844-2248

### REGIONAL TRAINING CENTERS

Courses identical or similar to those listed in this catalog are available through OPM's regional training centers. Call the appropriate regional office for the center's schedule and program content.

U.S. Office of Personnel Management  
Atlanta Regional Training Center  
U.S. Office of Personnel Management  
Richard B. Russell Federal Building  
75 Spring Street, S.W.  
Atlanta, GA 30303-3019  
Phone: (404) 331-3488  
Fax: (404) 730-3813

U.S. Office of Personnel Management  
Chicago Regional Training Center  
U.S. Office of Personnel Management  
John C. Kluczynski Federal Building  
230 S. Dearborn Street  
30th floor Chicago, IL 60604-1687  
Phone: (312) 353-2919  
Fax: (312) 353-3297

U.S. Office of Personnel Management  
Dallas Regional Training Center  
U.S. Office of Personnel Management  
1100 Commerce Street  
Dallas, TX 75242-9968  
Phone: (214) 767-8245  
Fax: (214) 767-8205

U.S. Office of Personnel Management  
Philadelphia Regional Training Center  
U.S. Office of Personnel Management  
Wm. J. Green, Jr., Federal Building  
600 Arch Street  
Philadelphia, PA 19106-1596  
Phone: (215) 597-2527  
Fax: (215) 597-8613

U.S. Office of Personnel Management  
San Francisco Regional Training Center  
U.S. Office of Personnel Management  
120 Howard Street, 2nd Floor  
San Francisco, CA 94105  
Phone: (415) 974-7700  
Fax: (415) 744-8594

### INDEPENDENT STUDY

OPM's National Independent Study Center (NISC) assists government agencies in meeting their employee development and training needs through independent study.

Students can benefit from more than 30 OPM courses in the comfort of their homes or worksites at hours that accommodate their schedules. For more information, contact:

National Independent Study Center  
P.O. Box 25167  
Denver, CO 80225-0167  
Phone: (303) 969-5800  
Fax: (303) 969-6439

### GENERAL SERVICES ADMINISTRATION (GSA) (202) 783-3238

The GSA Training Center (P.O. Box 15608, Arlington, VA 22215-0608, (703) 557-0986) has expanded its interagency training courses in an overall effort to improve the effectiveness of the government's administrative and management functions. The GSA Training Center provides quality training programs to help Federal employees gain

and strengthen work-related skills. GSA has a wealth of knowledge in information resources management, procurement and supply management, real and personal property management, and travel and transportation management. The GSA courses provide not only policy changes in these program areas but also the reasons behind the changes. The training also provides alternative operating techniques to enhance employee knowledge and skills needed to run government programs more cost-effectively. Nominations for courses must be received by GSA four weeks before the first day of class. If GSA offers the same course as is offered by the ITS Lab, the course must be taken in-house.

### U.S. DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL (202) 447-4419

The USDA Graduate School is located at 600 Maryland Avenue, S.W. in Washington, D.C. The school offers a wide range of courses. It is a nonprofit organization and receives no appropriated funds. Its principal source of support comes from tuition fees for the education and training services it renders.

The name "USDA Graduate School" was chosen in 1921, when the school was established. The school serves adults who have "graduated" from full-time schooling and who want to continue to learn throughout life. The objective of the USDA Graduate School is to provide a dynamic continuing education program and thus help

- individuals to improve job performance, further their careers, and enrich their lives;
- organizations to increase their efficiency, effectiveness, and productivity.

The USDA Graduate School provides day, evening and weekend programs in Auditing, Applied Management, Computer Sciences, Procurement and Property Management, Communication Skills, Correspondence Courses, and International Programs.



120555137531 1 1A019R  
US NPC-OADM  
DIV FOIA & PUBLICATIONS SVCS  
TPS-PDR-MUREG  
P-211  
WASHINGTON DC 20555