

U.S. NUCLEAR REGULATORY COMMISSION MANAGEMENT DIRECTIVE (MD)

MD 10.77	EMPLOYEE DEVELOPMENT AND TRAINING	DT-23-24
<i>Volume 10,</i>	Personnel Management	
<i>Part 3:</i>	Performance Appraisals, Awards and Training	
<i>Approved By:</i>	Mary A. Lamary, Chief Human Capital Officer	
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<i>Issuing Office:</i>	Office of the Chief Human Capital Officer Human Resources Training and Development	
<i>Contact Name:</i>	Susan Abraham	HRTD Staff
<p>Management Directive 10.77, “Employee Development and Training,” is revised to—</p> <ul style="list-style-type: none"> • Reflect the U.S. Nuclear Regulatory Commission’s change to the Continued Service Agreement (CSA) threshold for non-government external training. • Clarify the training policy for employee withdrawals or no shows. • Reflect the implementation of the NRC learning management system as the agency’s official personnel training records system. • Incorporate Federal employee training requirements and guidance found in the United States Code, Code of Federal Regulations, relevant public laws, Government Accountability Office (GAO) Decisions, and the U.S. Nuclear Regulatory Commission and National Treasury Employees Union Collective Bargaining Agreement. 		

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I. POLICY

- A. The U.S. Nuclear Regulatory Commission (NRC) provides training that improves individual and organizational performance to assist in achieving the agency’s mission and performance goals in accordance with United States Code, Section 4103, “Establishment of Training Programs” (5 U.S.C. Section 4103), and “Training,” (5 U.S.C., Chapter 1, Subchapter B, Part 410 and Part 412).
- B. The NRC strives to provide sufficient time, during working hours, for employees to complete necessary learning and development activities to meet job performance goals.

II. OBJECTIVES

- Provide training and development programs for employees whose positions have formal qualification requirements.
- Provide training and development programs for employees to learn and maintain the skills needed to perform their current job effectively.
- Provide training and development programs for employees to broaden their capabilities to meet the agency’s expected, future skill needs.
- Evaluate the effectiveness of current training and assess training needs to determine future training offerings.
- Store and maintain accurate training records for all internal and external training attended by NRC staff.
- Provide adequate administrative controls to ensure that funds are only obligated or expended for employee training that meets identified needs for knowledge, skills, and abilities bearing directly upon the performance of official duties detailed in Pub. L. 104 - 208, Section 624(a), “Training Restrictions.”

III. ORGANIZATIONAL RESPONSIBILITIES AND DELEGATIONS OF AUTHORITY

A. Executive Director for Operations (EDO)

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

B. Office of International Programs (OIP)

The Office of International Programs (OIP) maintains the NRC's Bilateral Arrangements. The Arrangements provide the legal basis for NRC's bilateral programs of assistance and cooperation with foreign countries or entities. OIP provides HRTD authorization to enroll a student from a country's regulatory agency in an HRTD-sponsored course.

C. Chief Human Capital Officer (CHCO)

1. Plans and implements NRC policies, programs, and services to provide for the effective organization, utilization, and development of the agency's employees.
2. Authorizes training for NRC employees in accordance with 10 CFR 1.39(c), "Office of the Chief Human Capital Officer."
3. Provides organizational and managerial development services to the NRC in accordance with 10 CFR 1.39(f).
4. Delegates authority, as appropriate, to office directors and regional administrators to authorize training for their employees.

D. Human Capital Council

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

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

1. Plans, implements, and provides training and development policies, procedures, and programs designed to establish, maintain, and enhance the regulatory, technical, professional, and leadership competencies needed by NRC employees to accomplish the agency's mission.
2. Oversees and manages the development and procurement of training to meet the needs of agency personnel and, when requested, assists the regions in managing training specific to regional personnel.

3. Maintains the agency's learning management system as the Official Personnel Training Records System to record training requests and authorizations, evaluations, and supporting documentation (*Federal Register* Vol. 75, No. 181, dated September 20, 2010, pgs. 57347-57349).
4. Provide reports, as requested, from the agency's learning management system regarding completion statistics for required training.

F. Office Directors and Regional Administrators

1. Periodically provide the CHCO with forecasts of training needs for the office or region, including the type of training required, the number of employees requiring training, and when the training will be required.
2. Schedule appropriate time at Division Director Counterpart Meetings to discuss training issues.
3. Nominate employees for management developmental programs and ensure staff enrolls in required or appropriate NRC qualification programs. Office directors and regional administrators may delegate this responsibility to an employee's supervisor.
4. Approve or disapprove their office or regional office response to the external training data calls following NRC external training and development guidelines and the limits of their individual delegations of authority, or delegate this responsibility to an employee's supervisor.
5. Approve or disapprove a request from a supervisor to cancel an employee's participation in a professional development program. An office director or regional administrator may delegate this responsibility to a single point of contact within their office or region.

G. First Line Supervisors

1. Periodically meet with employees to discuss requirements of employee qualification and development programs, the training and development needs of the employee, and the needs of the agency.
2. Approve or disapprove all training requests for their staff based on the appropriateness of the training and available resources.
3. Ensure that employees confirmed for training attend the training and verify external training attendance in the NRC learning management system.
4. For external training, first consider best-value to the agency before approving external training requests. Preference should always be given to internal learning resources or training provided by other Government agencies at no cost to the NRC.

5. Adjust work schedules, as necessary, to allow an employee to participate in approved training.
6. Approve or disapprove all requests by employees to withdraw from a course before the cancelation date specified in the session confirmation e-mail.
7. Withdraw an employee from a course in the event of extenuating circumstances, such as illness or personal emergency.

H. Employees

1. Develop and periodically update an Individual Development Plan (IDP) to acquire, maintain, and enhance technical proficiency, professional skills, and the appropriate Office of Personnel Management (OPM) leadership competencies.
2. Meet on a regular basis with their supervisor to discuss the requirements of employee qualification and development programs, individual development needs, and the needs of the agency. For advice on the selection of specific courses, the employee may contact their supervisor.
3. Attend courses for which attendance has been confirmed and devote the effort required to achieve the maximum benefit from the training program.
4. Evaluate both internal and external courses through the NRC learning management system evaluation forms.
5. Withdraw a minimum of 2 business days before the training date for any Professional Development Center (PDC) training and 14 days before the training date for any Technical Training Center (TTC) training. Failure to do so will require supervisory approval if the employee has an extenuating circumstance.
6. For an external course, submit course completion verification information in the NRC learning management system within 5 days of course completion.
7. Complete assigned mandatory training within the published completion period.
8. While attending training, as in all official duties, conduct themselves appropriately and professionally.

IV. APPLICABILITY

The provisions of this MD apply to and must be followed by all NRC employees. To the extent that the provisions of this MD conflict with or are modified by the negotiated agreement with the employees' exclusive representative, the negotiated agreement (Collective Bargaining Agreement Between U.S. Nuclear Regulatory Commission and National Treasury Employees Union) will govern the treatment of personnel for bargaining unit positions. MD 10.13, "Special Employment Programs," provides training guidelines and restrictions with respect to NRC student employment programs. MD 10.78, "Nuclear

Regulator Apprenticeship Network Program,” describes the NRC’s entry-level development program, also known as NRAN.

V. DIRECTIVE HANDBOOK

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

VI. REFERENCES

Code of Federal Regulations

- 5 CFR Part 317, “Employment in the Senior Executive Service.”
- 5 CFR Part 410, “Training.”
- 5 CFR Part 410.302, “Responsibilities of the Head of an Agency.”
- 5 CFR Part 410.307(b), “Training for Promotion.”
- 5 CFR Part 410.309, “Agreements to Continue in Service.”
- 5 CFR Part 410.404, “Responsibilities if a Conference is a Training Activity.”
- 5 CFR Part 410.405, “Protection of Government Interest.”
- 5 CFR Part 412, “Supervisory, Management, and Executive Development.”
- 10 CFR Part 1, “Statement of Organization and General Information.”
- 10 CFR Part 1.39, “Office of the Chief Human Capital Officer.”
- 41 CFR, Part 301 -74, “Conference Planning.”

Nuclear Regulatory Commission Documents

Collective Bargaining Agreement Between U.S. Nuclear Regulatory Commission and National Treasury Employees Union, November 15, 2021, at <https://intranet.nrc.gov/ochco/catalog/hr-programs-and-services-catalog/employee-labor-relations/collective-bargaining-agreement>.

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

Management Directives—

- 10.13, “Special Employment Programs.”
- 10.42, “Work Schedules and Premium Pay.”
- 10.43, “Time and Labor Reporting.”

10.62, "Leave Administration."

10.78, "Nuclear Regulator Apprenticeship Network."

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

14.1, "Official Temporary Duty Travel."

["The Individual Development Plan \(IDP\) Process Guide"](#):

<https://intranet.nrc.gov/ochco/catalog/394> (under Developmental Opportunities).

Office of the Federal Register

"NRC-19, System Name: Official Personnel Training Records – NRC" (75 FR 181, September 20, 2010) pp.57347-57349.

U.S. Government Accountability Office (GAO) Document

"Scope of Professional Credentials Statute," B-302548, August 20, 2004:

<https://www.gao.gov/products/b-302548>.

United States Code

"Academic Degree Training" (5 U.S.C. 4107).

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

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

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

Fair Labor Standards Act of 1938, as amended, Pub. L. 93–259, April 8, 1974 (29 U.S.C. 204(f)).

"Hours of Work" (5 U.S.C. 61).

"Leave" (5 U.S.C. 63).

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

"Part-Time Career Employment Opportunities" (5 U.S.C. 34).

"Premium Pay" (5 U.S.C. 55, Subchapter V).

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

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

Web Sites, Other

NRC's Learning Management System (TMS) Course Catalog:

https://nrc.csod.com/LMS/catalog/Welcome.aspx?tab_page_id=-67&tab_id=-1.

NRC System of Records Notices: NRC 19 – Official Personnel Training Records:
<https://www.nrc.gov/reading-rm/foia/privacy-systems.html>.

OCHCO Site SharePoint site:
<https://usnrc.sharepoint.com/teams/OCHCO-Training-Devt>.

Office of the Chief Human Capital Officer Web Site:
<https://intranet.nrc.gov/ochco>.

U.S. NUCLEAR REGULATORY COMMISSION DIRECTIVE HANDBOOK (DH)

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<i>Contact Name:</i>	Susan Abraham HRTD Staff

EXECUTIVE SUMMARY

Management Directive 10.77, “Employee Development and Training,” is revised to—

- Reflect the U.S. Nuclear Regulatory Commission’s change to the Continued Service Agreement (CSA) threshold for non-government external training.
- Clarify the training policy for employee withdrawals or no shows.
- Reflect the implementation of the NRC learning management system as the agency’s official personnel training records system.
- Incorporate Federal employee training requirements and guidance found in the United States Code, Code of Federal Regulations, relevant public laws, Government Accountability Office (GAO) Decisions, and the U.S. Nuclear Regulatory Commission and National Treasury Employees Union Collective Bargaining Agreement.

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I. GENERAL TRAINING INFORMATION AND PROVISIONS

A. Purpose

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

B. Guidelines

1. Equal Opportunity for Training and Development

(a) The U.S. Nuclear Regulatory Commission (NRC) provides training and development opportunities to employees without regard to political preference, race, color, religion, national origin, sex, marital status, age, or handicapping condition and with proper regard to their privacy and constitutional rights. The NRC ensures that the selection of employees for training and development opportunities is consistent with merit selection principles and provides procedures to ensure accessibility to individuals with disabilities (see 5 CFR 410.302, "Responsibilities of the Head of an Agency").

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

2. Identifying Training Needs

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

3. Work Time for Training and Development

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

4. Examinations, Licenses, and Certification

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

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

- (a) The NRC may use training funds to support an employee's attendance at a conference if—
 - (i) The conference's announced purpose is educational or instructional,
 - (ii) More than half the time scheduled for planned exchanges of information is between presenters and an audience,
 - (iii) The conference's content is germane to improving individual or organizational performance, and
 - (iv) Developmental benefits will be derived through employee's attendance.

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

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

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

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

7. The NRC will make reasonable accommodations in accordance with Management Directive (MD) 10.162, "Disability Programs and Reasonable Accommodation," to provide accessible training and development (e.g., provide sign language interpreter or magnifying reader).

8. Training Expenses

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

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

9. Training of Contractors

Contractors may be trained in rules, practices, procedures, or systems that are unique to the NRC and essential to the performance of the contractor's assigned duties. Attending such training must be identified as an activity and included in the applicable contract.

10. Training of Other Non-NRC Personnel

(a) Generally, the NRC's appropriated funds are used to provide training to NRC personnel to enable them to efficiently carry out agency mission-related activities. Absent specific statutory authority, NRC's appropriated funds may not be used to provide training to non-NRC personnel if providing that training results in any increased costs to the NRC. These guidelines are established to ensure that the NRC's appropriated funds are not misused. Whenever the agency plans to provide training to non-NRC personnel, other than those specified below, the organization requesting the training (e.g., Human Resources Training and

Development (HRTD), OCHCO, or other NRC organization) must consult the Office of the General Counsel before providing the training.

- (b) The NRC has specific authority to provide training to Agreement State personnel as described in Section 274(i) of the Atomic Energy Act. The NRC is also responsible for providing certain training to the master material licensee staff of the U.S. Navy, U.S. Air Force, and the U.S. Department of Veterans Affairs and other Government agencies and State employees that have nuclear facilities. This training can be on a reimbursable or non-reimbursable basis.
- (c) The Office of International Programs (OIP) maintains the NRC's Bilateral Arrangements. The Arrangements provide the legal basis for NRC's bilateral programs of assistance and cooperation with foreign countries or entities. OIP will provide HRTD authorization to enroll a student from that country's regulatory agency in an HRTD-sponsored course.
- (d) In general, the NRC does not have the authority to provide training to licensee personnel or other members of the public.
- (e) Personnel who are on a detail or participating in the Senior Executive Service Candidate Development Program may have access to training if agreed to by management in a Memorandum of Understanding (MOU).

11. Travel Costs

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

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

1. Training Procurement and Development

OCHCO provides employees and management training and organizational development services. This includes procuring and developing training classes, programs, and materials. OCHCO also procures consultation and facilitation services to conduct organizational development interventions and activities, which involve training, to improve individual and organizational performance in meeting the mission. Delegated office directors and regional administrators may procure or provide training within the limits of their specific delegations of authority from OCHCO by submitting a Training Needs Request to clearly identify their needs using the Resource Use Request (RUR) system. Employees can find the Training Needs Request form in the OCHCO Training and Development Catalog at: <https://usnrc.sharepoint.com/sites/OCHCO-Training-Development>.

2. Academic Degree Training

- (a) Federal guidelines, specifically those found in 5 U.S.C. 4017 and 5 CFR 410, provide authority to agencies to use appropriated funds to pay or reimburse employees for the cost of academic training when it—
 - (i) Contributes significantly to meeting an identified agency training need,
 - (ii) Resolves an identified staffing problem, or
 - (iii) Accomplishes goals stated in the agency strategic human capital plan.
- (b) In addition, Federal law states that Federal agencies are forbidden to pay for or reimburse the costs of academic degree training solely for the purpose of obtaining an academic degree (5 U.S.C. 4107(b)).
- (c) The CHCO may establish planned, systemic, and coordinated agency employee development programs that lead to an academic degree (e.g., the Graduate Fellowship Program). These programs must be linked to accomplishing the agency's strategic goals and contribute significantly to meeting identified agency training needs or resolving identified agency staffing problems or goals in the agency's strategic plan.
- (d) Training provided under academic degree programs must be accredited and provided by a college or university that is accredited by a nationally recognized body. The agency programs providing employees with opportunities to obtain academic degrees must be consistent with merit system principles and provide employees effective education and training to improve organizational and individual performance.
- (e) The CHCO's authority to fund an individual employee to obtain an academic degree is not further delegated. However, OCHCO and delegated office directors and regional administrators may pay for individual college courses that are otherwise appropriate uses for training funds within the limitations of their delegated authorities for procuring external training. The training may not be just for the purpose of completing a degree requirement and the authorizing official must ensure that the training is associated with the employee's current or anticipated duties related to the agency's mission (see Pub. L. 104-208 Section 624(a)(1)).
- (f) College and/or university courses may be paid for as part of an external training request, using an SF-182 submission through the Learning Management System (LMS), if the course provides the most adequate training in fulfilling the training need at the best value for the agency. In certain instances, such a course may also end up being part of a degree program, which is permissible.

3. Agreements to Continued Service (see 5 CFR 410.309).

- (a) When an employee attends a training course or program provided by, in, or through a nongovernment provider that exceeds 80 hours, and the NRC pays any of the training expenses (travel excluded) in excess of \$5K, the employee is required to sign a continued service agreement (CSA) (see the Collective Bargaining Agreement, Section 26.3, "Non-Governmental Training in Excess of 80 Hours") before starting the training.
- (b) As part of this agreement, the employee agrees to remain working at the NRC for a period of service equal to at least three times the length of the training period. Should the employee voluntarily leave the agency before fulfilling the agreement, they are required to reimburse the agency for the amount of expenses, as defined in 5 U.S.C., Section 4109, incurred in connection with the training.
- (c) **Failure to fulfill agreements.** With a signed agreement, the agency has a right to recover training costs, except pay or other compensation, if the employee voluntarily **separates from Government service**. The agency shall provide procedures to enable the employee to obtain a reconsideration of the recovery amount or to appeal for a waiver of the agency's right to recover.

4. Membership Fees

- (a) The NRC is not permitted to pay for individual membership fees in a professional association unless membership is a prerequisite for the employee to obtain required credentials, such as a license to practice a profession (see United States Government Accountability Office, Comptroller General of the United States Decision, "Scope of Professional Credentials Statute," B-302548, August 20, 2004).
- (b) Payment of the cost of voluntary membership in a group of professionals who are already credentialed is prohibited (see 5 U.S.C 5946, "Membership Fees; Expenses of Attendance at Meetings; Limitations").
- (c) In certain instances, the payment for an external training course may result in membership to the organization, which is permissible.

5. Premium Pay

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

6. Promotion

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

7. Approving Training

An employee may not approve their own training request. A training request must be approved by the supervisor. Once approved, an employee must obtain their supervisor's approval to withdraw from a training course if the employee is withdrawing less than 2 business days before the training date for any PDC training and less than 14 days of the training date for any TTC training.

II. INTERNAL TRAINING

A. Purpose

This section provides the criteria and procedures for the selection, registration, confirmation, and evaluation of internal training courses (instructor-led, self-paced). Internal, instructor-led training is provided by or procured under the guidance of HRTD or the regions and includes agencywide, required training; position- or role-specific, required training (see Section V, "Glossary," in this handbook); and other technical and nontechnical training. Self-paced online training is offered through the NRC's talent management system (LMS).

B. Enrollment

1. Internal training courses are listed in the NRC's LMS Course Catalog. The catalog includes a brief description, prerequisites, applicability, and location for each instructor-led course, as well as special registration requirements. When selecting participants for courses that have waitlists, priority is given to participants enrolled in qualification programs and those who meet prerequisites for the course. (NRC's LMS is available on the NRC internal Web site at <https://usnrc.sharepoint.com>.) Self-paced, online courses are also listed in the LMS course catalog, including the course description and duration.
2. An employee must have the approval of their supervisor to enroll in an internal, instructor-led training course and to withdraw their enrollment from a training course if the employee is withdrawing less than 14 days before the training date for any training. These withdrawals should only be approved by the supervisor if the employee has an extenuating circumstance (i.e., illness or personal emergency). Employees and supervisors should understand that training is limited and a last-minute cancellation often costs the agency money as it precludes the agency from backfilling the canceled registration with another employee. An employee who is enrolled for a course and fails to attend without being properly withdrawn, will be

noted as a no-show in the agency's LMS. Self-paced, online courses do not require approval or registration and can be accessed at any time in the LMS.

3. Course enrollment guidelines for instructor-led courses, including procedures for course registration, confirmation, wait-listing, withdrawal, no-shows, overbooking, incompletes, waivers, and equivalency are documented in the NRC's LMS Operating Procedures and Job Aids (available from the LMS log on page on the NRC internal website).

C. Attendance

An employee who registers for an internally sponsored, instructor-led training course (in-person or virtual) is expected to attend the entire course, including all planned activities, to receive credit for course attendance. Employees participating in virtual training should minimize environmental distractions and avoid multitasking to fully participate. If an employee misses any portion of a course and cannot make it up with the instructor during course time, they will be marked as incomplete. Instances of staff missing assigned training should be brought to the attention of the applicable HRTD branch chief for dispositioning. For self-paced training, employees must complete all the course components to receive a completion credit for the course.

D. Evaluation and Course Completion

1. At the conclusion of all training courses, NRC students are provided an opportunity to complete an electronic course evaluation form through NRC's LMS. Evaluation surveys are required for some, but not all, mandated training courses and must be submitted to receive course completions. Evaluations are used by the training staff to assess and improve internal training programs. HRTD may also send a survey 6-12 months after the class to gauge training effectiveness related to job performance.
2. Course attendance records are maintained in NRC's LMS.
3. Some courses require attendees to satisfactorily complete a written or practical examination to receive a completion credit. In the case of some self-paced courses, an on-the-job task must be completed by the employee and then be approved by their supervisor or other appropriate observer in NRC's LMS. Standards for satisfactory completion are specified in the individual course objectives.

III. EXTERNAL TRAINING

A. Purpose

1. External training is training provided outside of the agency to an NRC employee. Employees and supervisors should meet on a regular basis to discuss the employee's training and development needs and the needs of the agency. This

discussion can result in the preparation and approval of an Individual Development Plan (IDP) or Executive Development Plan (EDP).

2. Once the employee and supervisor identify competency needs and gaps, they should identify specific actions to address these areas. If training is identified, the employee or supervisor may review the LMS Course Catalog for internal options, including e-books, audiobooks, book summaries, videos, webinars, and more. If internal training is not an option, then external training can be considered.

B. External Training Approvals

1. OCHCO and delegated office directors and regional administrators, within the limits of their delegation of authority from the CHCO, may use allocated funds to acquire external training using the SF-182, "External Training Request and Authorization, Agreement, and Certification of Training," process. As part of the centralization of external training in Fiscal Year 2014, supervisors are to consider both agency need and organizational impact criteria when approving external training requests. Supervisors also should consider best-value to the agency before approving external training requests. The concept of "best-value" considers a combination of variables including costs, amount of time required to complete the course, and the importance of that training to the agency's ability to meet its mission. Preference should always be given to internal learning resources or training provided by other Government agencies at no cost to the NRC. All HQ offices and regional offices must first confirm with OCHCO/HRTD that the training they are looking to procure through a contract vehicle or purchase through a purchase card is not already being offered internally through another OCHCO training contract. The request should be sent to the TrainingSupportResource@nrc.gov mailbox, and OCHCO will send a response after performing a verification of current contracted OCHCO courses.
2. OCHCO or delegated managers should prioritize training resources in a way that results in improving near-term and long-term individual and organizational performance in those areas where most needed. To prioritize the training resources in a way that improves near-term and long-term individual and organizational performance, the NRC is using a combination of the "Agency Need and the Organizational Impact" criteria. Supervisors are responsible for providing the priority for external training using these criteria. The Emergent training process is used for mission critical training requests that were not planned during the External Training Data Call. Emergent training requests should be submitted at least 30 days before the course start date, must meet or exceed the minimum priority score as decided by the External Training Steering Committee (ETSC), and require Deputy Office Director/Deputy Regional Administrator (DOD/DRA) approval. To obtain approval, emergent requests must also have the sufficient funding and time available to support the request. Supervisors should refer to the agency's External Prioritization Criteria when prioritizing requests. The prioritization guidance criteria can be found on [NRC's External Training Nuclepedia page](#) along with information regarding the

agency's [emergent training process](#). See [NRC's Nuclepedia page](#) for information on External Training Prioritization Criteria.

3. When OCHCO or a delegated manager determines that an employee's training need should be met by attending formal training, OCHCO or the delegated manager should follow these guidelines to help select the most cost-effective training venue.
 - (a) First, assess whether internal training is available that addresses the specific skill areas. Managers should use internal training or other Government agency training (when available at no additional cost). To find available internal training courses, search the NRC's LMS Course Catalog.
 - (b) Second, if internal training or other Government agency training is not available, using an external training provider may be appropriate. If the training is provided under an enterprise-wide contract (EWC) then consider the EWC source first. Arrangements with EWC suppliers generally provide training services at the most favorable cost. A list of EWC providers can be obtained from the Acquisition Management Division (AMD), Office of Administration (ADM).
 - (c) If training is not provided under an EWC then the training may be procured from another external vendor. For any given skill area, there are often numerous training provider options. Those options should be evaluated and selected based on a combination of the following factors to ensure the best value for the Federal Government: training cost, schedule availability, and geographic location.
4. If a manager determines that external training is the most appropriate method for providing the training, the external training process in place should be followed. The current process can be found on the OCHCO External Training SharePoint site, at <https://usnrc.sharepoint.com/teams/OCHCO-External-Training>.

C. External Training Attendance and Completion

1. Employees must submit training information for external courses by completing the SF-182 in NRC's LMS. Employees are also required to select the appropriate skill/competency, indicate whether training is in their IDP, confirm the training delivery method, and submit a justification in the External Training Plan (ETP) so OCHCO may continue processing their training request. To prevent delays in processing, employees should ensure the accurate cost of the course and dates are listed on the SF-182, and promptly respond to any OCHCO email requests regarding their training. Before canceling an approved training request, especially for a training course that has already been registered, employees are responsible for reviewing and complying with the vendor's cancellation policy. Please refer to External Training Guidance on [OCHCO's SharePoint site](#).

2. Employees must provide evidence that they satisfactorily completed external training, usually by completing the verification portion of the SF-182. For any invoice payments, the employee may receive an email to request confirmation that the employee attended or plans to attend the scheduled training. Employees who fail to complete the training provided by, in, or through a nongovernment facility shall reimburse the NRC for all tuition and related, Government-paid training expenses, incurred by the NRC (see 5 CFR 410.405, "Protection of Government Interest").

IV. EMPLOYEE DEVELOPMENT PROGRAMS

A. Purpose

1. This section defines the types of-NRC-supported, development programs for employees at all levels including senior leadership. The learning and development programs fall into four categories as defined in this section. A complete list of the current Learning and Development Programs and additional information about these programs, including eligibility requirements, refer to the intranet site entitled "[Training and Development](#)."
2. The NRC implements a continuum of leadership development for supervisors, managers, and executives in accordance with the provisions of 5 U.S.C. 41, "Training," and 5 U.S.C. 3396, "Development for and Within the Senior Executive Service." The goals of the NRC leadership development programs include (1) developing the competencies needed by supervisors, managers, and executives; (2) providing learning through continuing development and training in the context of succession planning; and (3) fostering a broad agency and Governmentwide perspective to prepare individuals for advancement.
3. The NRC offers a variety of formal programs that enhance the development of employees' work skills and competencies. These programs can have full- or part-time components and staff may participate in the programs during regular work hours. Some of the programs are open to all staff and some require selection and competition for participation.
4. The NRC sponsors development programs in four broad areas: professional and career development programs; leadership, managerial, and supervisory programs; technical development programs; and qualification programs. Provided below is a description of each program.

B. Professional and Career Development

The NRC offers formal programs that enhance the development of employees' work skills, interpersonal skills, and competencies. These programs have full- or part-time components and participation takes place during regular work hours. The programs include a broad range of learning methods, including instructor-led, self-driven, and experiential. Many of the programs are open to all employees, although some may

require participants to be at a defined grade and/or many require a competitive selection process to participate.

C. Leadership, Managerial, and Supervisory Programs

The leadership, managerial, and supervisory programs provide comprehensive, competency-based, integrated programs to train and develop NRC employees. They emphasize the philosophy of a “leader at every level” and provide current and future agency leaders with developmental opportunities on the leadership competencies outlined by the Office of Personnel Management (OPM), Executive Core Qualifications, and are aligned with the NRC’s Leadership Model. The programs include access to OPM-required courses for supervisors and team leads and the Senior Executive Service Candidate Development Program. A broad range of learning and development methods are used including instructor-led, experiential, and online curriculums, as well as agencywide seminars.

D. Technical Development Programs

The Technical Training Center (TTC) in Chattanooga, TN, teaches various classroom and simulator courses for NRC personnel, including the reactor technology courses required for qualification of NRR technical staff.

1. **Graduate Fellowship Program (GFP)** - The GFP is a method in the agency’s strategic workforce planning process for addressing gaps or shortages in the agency’s critical skill needs. The NRC GFP is announced on an as-needed basis. The GFP is used primarily in cases where skills cannot be obtained through other means, such as recruiting. Employees participating in the GFP are required to sign a Service Obligation Agreement to remain in NRC service following the completion of studies for the period established by the agreement, and a Continued Service Agreement (CSA).
2. **Qualification Programs** - Qualification programs define training and qualification requirements for specific positions in the NRC program, regional, or corporate offices and should be designed collaboratively with respective offices and HRTD. The programs may also establish the requirements for completing refresher and continuing training needed to maintain an employee’s qualification. Qualification programs may involve examination or certification by a board of experts. Completion of individual qualification training requirements should be recorded in the LMS as a training record.
3. **Nuclear Regulatory Apprenticeship Network (NRAN)** - NRAN is an entry-level agency developmental program designed to develop regulators who have a broad understanding of the NRC mission by focusing on skill development in various program areas across the agency. The program is comprised of two phases. The initial training phase focuses on regulatory, technical, and organizational fundamentals, followed by the apprenticeship phase in the regions and headquarters

program offices. Each apprenticeship is designed to gain a variety of skills, competencies, and position experience. (The NRCAN Program is described in MD 10.78, "Nuclear Regulator Apprenticeship Network.")

V. GLOSSARY

Agreement States

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

Approving Official

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

Authorizing Official

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

Continued Service Agreement

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

Course

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

Course Evaluation

Review the content and activities of a course and gather input about a course to assess its effectiveness.

E-Learning

E-learning (sometimes called web-based training) is anywhere, any-time instruction delivered over the internet or a corporate Intranet to browser-equipped learners.

Emergent Training

Process used for mission critical training requests that were not planned during the External Training Data Call and must be submitted at least 30 days before the course start date and meet the minimum prioritization score for an emergent request as decided by the External Training Steering Committee (ETSC).

Event (LMS)

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

Executive Development Plan (EDP)

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

External Training

Training provided outside of the NRC to employees, usually on an individual basis. External training is approved in the NRC LMS using the SF-182.

External Training Prioritization

To prioritize the training resources in a way that results in improving near-term and long-term individual and organization performance, the NRC is using a combination of the Agency/Organizational Impact (Need) and the Agency/Organizational Drivers (Urgency of Need) criteria. Supervisors are responsible for providing the priority for external training using these criteria.

Individual Development Plan (IDP)

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

Internal Training

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

Learning

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

Learning Event

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

Learning Management System (LMS)

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

Non-technical Training

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

Premium Pay

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

Required Training (Agencywide)

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

Required Training (Position- or Role-Specific)

Training that is required for an employee as a result of the position and or responsibilities they hold. For example, a supervisor is required to complete the training in the SDP when selected for a permanent supervisory position or team leader position that has supervisory authority. The SDP training is then required for those in supervisory positions, not for all NRC employees.

Reasonable Accommodation

The Rehabilitation Act of 1973 and the Americans with Disabilities Amendments Act of 2008 and amended in 2010 requires agencies to provide reasonable accommodations to qualified employees with disabilities, unless doing so would cause undue hardship to the agency. Reasonable accommodations refer to modifications or adjustments to the work environment, manner, or circumstances under which a position is customarily performed. Reasonable accommodations must be provided to qualified employees regardless of whether they work part-time or full-time, or area considered "probationary."

Scheduled Session

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

Section 508

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

Seminar

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

SharePoint

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

Training

A subset of learning. As defined in 5 USC 4101, "Definitions," training is "the process of providing for and making available to an employee, and placing or enrolling the employee in a planned, prepared, and coordinated program, course, curriculum, subject, system, or routine of instruction or education, in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields which will improve individual and organizational performance and assist in achieving the agency's mission and performance goals."

Technical Training

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

Training Expenses

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

Training Records

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

User

A person with access to the NRC LMS. User data includes:

- Profile (work address, job position, supervisor, and password),
- Learning activities (learning plan, curricula, and training requests), and
- Performance activities (assessments, competencies, skills, and ongoing performance reviews).