

Approved: 02-15-08

## FEDERAL TRAINING

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**NATIONAL NUCLEAR SECURITY ADMINISTRATION**  
**Office of Learning and Career Development**

## **FEDERAL TRAINING**

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1. **PURPOSE.** To establish and implement a uniform, corporate policy that will provide for training, retraining, and/or career transition assistance for National Nuclear Security Administration (NNSA) employees. This policy augments and clarifies DOE Order 360.1B, *Federal Employee Training* and DOE Manual 360.1-1B, *Federal Employee Training Manual*.
2. **CANCELLATIONS.** None.
3. **APPLICABILITY.** This policy applies to all Federal competitive service positions within (NNSA) organizations and elements, excluding NA-30.
4. **REQUIREMENTS.** NNSA develops its employees through the establishment and operation of progressive and efficient training, retraining, and career transition assistance programs. This improves public service, increases efficiency and economy, and builds and retains a workforce of skilled and qualified employees. This is accomplished by using the best, most modern, and most cost-effective practices and techniques. Training, retraining, and career transition assistance is aligned with NNSA mission and performance objectives, making these programs a management tool responsive to the current and future needs of NNSA. Successful administration of these programs will require the NNSA Chief Learning Officer to work closely with the Department's Office of Enterprise Training Services (ETS). We will partner with them to ensure our programs are fully supported.
  - a. **Policies, Procedures and Reports:** NNSA has established training, retraining and career transition assistance policies and/or procedures that provide an integrated cycle of organizational needs analysis and training planning, resource allocation, design, delivery, evaluation and reporting processes consistent with the requirements of DOE Order 360.1B, *Federal Employee Training*, DOE Manual 360.1-1B, *Federal Employee Training Manual*, and 5 CFR Part 410, *Training*.
    - (1) Training, retraining, and career transition assistance programs are developed and administered to ensure that the selection of employees for participation in these programs is made without regard to race, color, religion, sex, national origin, age, disability, or other factors unrelated to the need.
  - b. **Programs:** Training, retraining, and career transition assistance may only be authorized to:
    - (1) Orient employees to the Federal service, NNSA, organizational assignments, and conditions of employment.

- (2) Guide new employees to perform effectively during their probationary period.
- (3) Provide knowledge and skills to improve job performance.
- (4) Prepare employees with demonstrated potential for increased responsibility in meeting future staffing requirements.
- (5) Provide continuing professional and technical training to avoid knowledge/skill obsolescence.
- (6) Implement reorganizations, changing missions, and administration initiatives while meeting skill mix training needs.
- (7) Develop the managerial workforce focusing on competencies identified as essential to effective performance at supervisory, managerial, and executive levels, including Senior Executive Core Qualifications modified to meet specific NNSA needs.
- (8) Provide education leading to an academic degree if necessary to assist in the recruitment or retention of employees in occupations where there is an existing or anticipated shortage of qualified personnel, especially in those areas requiring critical skills.

c. Program Definitions and Restrictions:

- (1) Training: Learning activities designed to help employees perform their current duties and responsibilities, and/or meet new assignment skill requirements necessitated by NNSA re-engineering and associated placement efforts.
- (2) Restrictions: Resources can be invested in training only when:
  - (a) The training activity provides a structured approach to acquiring information, knowledge, skills, and/or developmental experience.
  - (b) The training activity is required by law, directive, or head of element mandate; is related to performance improvement; or contributes to maintaining a highly skilled, diverse, and versatile workforce.
  - (c) The purpose and subject matter of the training activity are related to NNSA's mission or benefit the Federal Government when the

goals of the training activity include placement in another Federal agency.


- (d) It is anticipated that the training participant will use the gained competencies to perform current or anticipated duties after completion of the training for a period at least equal to the duration of the training or as outlined in an established continued service obligation.
  - (e) Restructuring activities impact overall workforce structure, and specific budget authority is made available to orchestrate adequate career development, training, retraining, and career transition assistance.
  - (f) Training, retraining, and career transition assistance services resulting from restructuring activities are consistent and in compliance with current Orders, drivers, and site-specific policies.
  - (g) NNSA may not authorize training for an employee to obtain an academic degree, except to address critical skill gaps where academic degree training is needed to relieve recruitment and retention problems. According to 5 U.S.C. 4107(b), NNSA may authorize academic degree training if the training is necessary to assist in recruiting or retaining employees in occupations in which NNSA has or anticipates a shortage of qualified personnel, especially in occupations which it has determined involve skills critical to its mission, and meets the conditions of 5 CFR 410.308.
- (3) Retraining: Retraining is designed to prepare individuals for different careers, or to perform different functions. Retraining is defined as:
- (a) Training and other development activities administered to an individual to close skills gaps resulting from knowledge obsolescence.
  - (b) Training and development activities designed to equip an individual with knowledge and skills leading to another occupation. Retraining focuses on the basic competencies needed in a new or redesigned job to allow employees to perform in a fully successful manner.
  - (c) Retraining will be utilized to assist in redirecting human resources to address skill imbalances or projected skill shortages resulting from internal and external factors.

- (4) Restrictions: Programs under training centers of excellence and workforce development programs must be governed by training/retraining agreements.
- (a) In situations where NNSA funds are used to retrain an employee to perform duties in a new or different mission-related occupation, authorizing officials need to consult with appropriate NNSA officials to determine if the training has tax implications for the NNSA and the employee.
  - (b) The NNSA Administrator shall plan training for both short and long-range program needs by occupations and organizations. If necessary, competitive processes consistent with merit principles and equal employment opportunity considerations will be used to select employees for training programs.
  - (c) NNSA may train its employees for placement in positions in another organization only if such training is in the best interest of the Government.
  - (d) NNSA can only authorize training expenses for placement within the Federal Government; however, the Job Training Partnership Act (JTPA) is a mechanism allowable for retraining outplaced or soon-to-be outplaced employees for jobs in the private sector.
- (5) Career Transition Assistance: In accordance with 5 CFR Part 330, NNSA will provide career transition assistance to employees affected by rightsizing or restructuring initiatives. Career transition assistance services are designed to orchestrate successful moves into new jobs or careers within the organization; outside the organization but within the Federal sector; and consideration of positions within the private sector. Special services may also be provided to assist the continuing workforce.
- (6) Restrictions: Training programs under training centers of excellence and workforce development programs must be governed by training agreements, and must be consistent with 5 CFR Part 410, DOE Order 360.1B, *Federal Employee Training*, and DOE Manual 360.1B, *Federal Employee Training Manual*.
- (a) Employee participation in training activities under training agreements must be merit principle based.

- (b) The use of personnel authorities incorporated into workforce development programs must be approved by the Office of Human Capital Management Services (OHCMS).
  - (c) Academic degree training can be authorized without regard to the constraints in the training law if the training is necessary to assist in the recruitment or retention of employees in an occupation(s) in which there is an existing or anticipated shortage(s) of qualified personnel. In this event, training must involve a course of study selected mainly for its potential contribution to effective performance in that occupation(s). Employees occupying, or seeking to qualify for appointment to Schedule C positions and Presidential appointees, are not eligible for academic degree training.
- d. Determining Training/Development Needs: NNSA will follow the ETS process for determining career transition, training, and/or retraining needs. The process includes the following and involves management and employees at all levels:
  - (1) Identifying required or desired performance of the organization, unit, occupational group, or individual employee.
  - (2) Determining the difference between the required or desired performance and the actual or current performance.
  - (3) Exploring the causes or reasons for the performance gap and determining if the required or desired level of performance should be attained through training or other methods, such as modifying systems and work procedures.
  - (4) Evaluating information derived from workforce corporate analyses and comprehensive staffing plans, using findings to make decisions about human resource development investments, such as training, recruitment, and staffing needs. This includes decisions regarding the universe of training options up to and including career transition services such as outplacement.
- e. Funding: Using needs analysis and other data and in partnership with the ETS, each NNSA element will determine their initial training funding levels. Each element may redirect additional funding as needed in according to NNSA budget

processes. The NNSA Chief Learning Officer will use needs analysis and other data to determine funding for corporate initiatives. Should the management of an element change its commitment to a costed, non-corporate training event, either increasing or decreasing participation, costs will be adjusted accordingly. Elements will be charged their fair share of the costs of providing the training.

5. RESPONSIBILITIES. See NNSA Federal Employee Training BOP 002.07. See also the DOE Federal Training Function A-76 Study. Performance Work Statement, 8/31/2005 for ETS responsibilities.
6. REFERENCES.
  - a. 5 U.S.C. 4103, "Establishment of Training Programs"
  - b. 5 CFR Part 410, "Training"
  - c. Executive Order 11348, "Providing for Further Training of Government Employees," dated 4/20/1967
  - d. Executive Order 11478, "Equal Employment Opportunity in the Federal Government," dated 8/8/1969
  - e. 42 U.S.C. 7158, "Naval Reactor and Military Application Programs"
  - f. Executive Order. 12344, "Naval Nuclear Propulsion Program," dated 2/1/1982
  - g. 5 CFR Part 412, "Executive, Management, and Supervisory Development"
  - h. 5 U.S.C. 2301, "Merit System Principles"
  - i. 5 CFR 330, Subpart F, "Agency Career Transition Assistance Plans (CTAP) for Local Surplus and Displaced Employees"
  - j. 5 CFR Part 430, "Performance Management"
  - k. 42 U.S.C. 4742, "Admission to Federal Employee Training Programs"
  - l. DOE P 426.1, *Federal Technical Capability Policy for Defense Nuclear Facilities*, dated 12/10/1998
  - m. DOE M 360.1-1B, *Federal Employee Training Manual*, dated 10/11/2001
  - n. DOE G 426.1-1, *Recruiting, Hiring, and Retaining High-Quality Technical Staff*, dated 12/10/1998
  - o. DOE O 360.1B, *Federal Employee Training*, dated 10/11/2001
7. CONTACT. Learning and Career Development Department at 505-845-6914.

  
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