

SUPPLEMENTAL DIRECTIVE

NNSA SD 360.1A

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FEDERAL EMPLOYEE TRAINING



**NATIONAL NUCLEAR SECURITY ADMINISTRATION
Management and Budget**

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OFFICE OF PRIMARY INTEREST (OPI):
Learning and Career Management

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FEDERAL EMPLOYEE TRAINING

1. **PURPOSE.** To establish a process for federal employee training.¹ This Supplemental Directive (SD) fulfills the requirements of 5 United States Code (U.S.C.) Part 410, *Training*; complies with the *National Nuclear Security Administration (NNSA) Act* and 5 Code of Federal Regulations (CFR) Chapter 41, *Training*; aligns with Department of Energy (DOE) Order 360.1C, *Federal Employee Training*; and supports DOE Order 426.1A, *Federal Technical Capability Program*.
2. **AUTHORITY.** DOE Order 360.1C, *Federal Employee Training*.
3. **CANCELLATIONS.**

NNSA SD 360.1, *Federal Employee Training*, dated 5-16-14.
4. **APPLICABILITY.**
 - a. **Federal.** This policy applies to all NNSA federal employees.
 - b. **Contractors.** Does not apply to contractors.
 - c. **Equivalency.** In accordance with the responsibilities and authorities assigned by Executive Order 12344, codified at 50 U.S.C. sections 2406 and 2511, and to ensure consistency throughout the joint Navy/DOE Naval Nuclear Propulsion Program, the Deputy Administrator for Naval Reactors (Director) will implement and oversee requirements and practices pertaining to this Directive for activities under the Director's cognizance, as deemed appropriate.
5. **SUMMARY OF CHANGES.** This SD replaces the prior version. It updates requirements, responsibilities, and processes. The role of the NNSA Chief Learning Officer is codified.
6. **BACKGROUND.** Both 5 U.S.C. and 5 CFR provide criteria for federal agencies to use regarding workforce development. The policies and procedures referenced in this SD are intended to promote consistency, transparency, and fairness regarding NNSA's management of workforce development.

NNSA is a learning organization and, as such, values developing the federal workforce. Learning interventions can focus at the individual, group, collective, organization, and agency level. Through an array of professional, leadership, functional, and technical learning activities, competency models, and career paths, NNSA's workforce is provided many opportunities to bolster competence, improve performance, and sustain mission excellence. Talent development is an important recruitment, retention, and succession planning tool.

¹ The term *training* is used to align with the corresponding titles in 5 U.S.C. However, this document covers training, development, education, and learning, as defined in Appendix 6.

7. REQUIREMENTS.

- a. NNSA Learning Process. All training requests for NNSA federal employees to attend learning activities, conferences, seminars, symposia, and academic courses must be submitted prior to the scheduled event using the approved NNSA training request process. The training request must be approved and authorized in accordance with this SD. The primary purpose of a training request is to document and outline the process to submit, approve, authorize, register, and complete or cancel training requests for NNSA federal employees, as well as, certify that the training meets legal and administrative requirements using appropriate funds. The Office of Secure Transportation has a separate internal procurement process once the training request is received.
- b. Announcements.
 - (1) Announcements must be made using a variety of methods, including NNSA Connect messages, One Learning Initiative Casts, One Learning Website postings, Outlook calendar invitations, direct emails, or other methods as may be appropriate.
 - (2) In the event of a course cancellation, new enrollments must cease and all personnel already enrolled in the affected event must be notified, allowing for travel cancellations and schedule adjustments. Cancellation notices must be given to participants and their supervisors as far in advance as practical.
- c. Denial, Substitution, Cancellation, and No-Show of Individual Training Requests.
 - (1) Denial — Training denials may occur for a variety of reasons, ranging from mission requirements, limited availability of funding, or scheduling conflicts.
 - (a) When a training activity is denied, the person denying the activity must clearly communicate the justification to the requester.
 - (b) If the training is denied within the organization's routing queue, the requester must be notified that the training is denied.
 - (c) The requester must coordinate with the approver(s) for further consideration or to determine if it is possible to reapply for the training at a later date.
 - (2) Substitution — As stated below, substitutions are preferred over cancellations, and must be pursued in lieu of a cancellation whenever possible. The substitute must be qualified to attend the training and must follow the process in Appendix 3 to register for the training.

- (3) Cancellation — Cancellations may occur and be initiated at different levels.
 - (a) Cancellations must be sent to LCM 1 week prior to deadlines established by the vendor, to avoid penalties or fees, unless specified otherwise in the training announcement/schedule, or an emergency occurs.
 - (b) Exceptions must be made on a case-by-case basis for circumstances that are out of the participant's control, as determined by the employee's leadership, such as an unavoidable business conflict or illness.
 - (c) Employees and supervisors must make every attempt to provide a replacement student prior to sending a cancellation. Failure to send a cancellation to LCM with enough time to withdraw the employee from the activity may result in a charge to the employee's organizational training funds to cover the associated penalty assessed by the vendor, up to and including the full tuition fee.
 - (4) No-show — Any incurred costs for penalties, fees, or travel must be charged to the organization's account when the employee fails to attend an approved training activity and fails to provide prior cancellation notice to LCM. An employee may be financially liable if failure to show was a result of personal reasons, outside of extenuating circumstances. Any waiver requests must be submitted to the NNSA Chief Learning Officer for approval within 30 days of the no-show.
 - (5) Process training transactions in accordance with Appendix 3 procedures.
- d. Annual Training Assessment (ATA). The ATA is used by LCM to identify a variety of learning events and training activities to close existing skill gaps across NNSA and formulate organization-specific training budget targets to meet the training needs of the agency. NNSA senior leadership assists LCM in gathering this data so as to make a fully informed assessment of learning's role in solving the problem or addressing the need. The Office of Secure Transportation has a separate ATA and budgeting process.
- e. Training Completion. Per 5 CFR 410.405 and DOE Order 360.1C, 4.h, participants who fail to start, complete, or withdraw from scheduled training must reimburse NNSA for any training or travel costs incurred, unless completion requirements are waived by the NNSA Chief Learning Officer.
- (1) As part of completing the learning activity, participants must evaluate any LCM-sponsored learning activity that they attended. To the extent

possible, evaluations will be done electronically, with the participant being provided instructions on completing the evaluation.

- (2) Completing training assignment requirements must include, among others:
 - (a) Completing all assignments required by the learning activity;
 - (b) Attending at least 80 percent of the learning event; unless the requirements imposed by the learning provider require a higher standard;
 - (c) For academic courses outside of the Academic Degree Program (ADP), employees must provide term-end grades to LCM and be in good and active academic standing. For undergraduate courses, employees must maintain a cumulative grade point average (GPA) of no lower than 2.0, and no course grade lower than C-. For a course grade lower than C-, the employee must reimburse NNSA for the tuition and any related expenses for that course. For graduate courses, employees must maintain a cumulative GPA of no lower than 3.0, and no course grade lower than B-. For a course grade lower than B-, the employee must reimburse NNSA for the tuition and any related expenses for that course.
 - (d) Completing the participant evaluation;
 - (e) Completing requirements covered in Appendixes 1 and 2; or
 - (f) Achieving a “pass” where pass/fail is used, or receiving a “credit” where credit/no credit is used.
- (3) NNSA’s Waiver Procedures. Training completion requirements may only be waived by the NNSA Chief Learning Officer (CLO), based on a written request submitted by the employee, endorsed by the supervisor, and based on the LCM Learning Consultant’s recommendation to the CLO.

f. Evaluation. Learning activities sponsored by NNSA and attended by employees must be evaluated to determine return on investment and the value-added impact the activity had on the employee and organization. The evaluation must convey whether the learning activity met the intended need (e.g., closing a competency gap, improving performance). Evaluations also determine how the activity could be improved, so that future participants benefit. Evaluations must come in the form of:

- (1) Surveys to gauge the learner’s reaction to the event;
- (2) Assessments or other activities to determine what was learned;

- (3) Assessments or other activities with the learner and supervisor to gauge how the learning made a difference on the job; or
- (4) Techniques (interviews, focus groups, etc.) to determine the effect that the learning had on organizational and mission success.

g. Funding. NNSA maintains two types of training funds: corporate and organizational, supplemented by a separate allocation for travel-for-training. Corporate learning events sponsored by LCM include courses, developmental programs, on-boarding, rotations, and supervisory framework. Each organization controls allocated training and travel-for-training funds (not covered by corporate) that are determined to best meet its mission and employee development objectives. Specialized training includes certifications, technical skills, and site-specific training. The Office of Secure Transportation and Naval Reactors have separate appropriations for training and travel-for-training funds and controls allocations internally.

- (1) Training funds must be used to support employee or organizational travel directly related to training. Organizations may request a transfer of funds from their organizational training allocation to their travel-for-training allocation. Reallocation requests should be sent to LCM at least 3 weeks prior to the travel start date. For more information related to this process, organizations must contact their LCM Learning Consultant for guidance and the necessary forms.
- (2) When planning and forecasting training requirements, or requesting additional funds, during the development or revision of a training plan, LCM will base decisions according to the four priorities of training: (1) federally mandated, (2) DOE/NNSA mandated, (3) position-specific, (4) developmental. Federally mandated training requirements may be found here: <https://www.opm.gov/wiki/training/Federally-Mandated-Training/Print.aspx>. LCM will use best value determination or the most cost-effective method of delivering training and make recommendations accordingly.
- (3) Corporate Travel. NNSA maintains a Corporate Travel account to fund necessary and appropriate travel costs for federal employees who have been selected to attend and who are enrolled in any of the LCM's Corporate Training, Leadership Development Programs, Rotation Programs, Supervisory Training, NNSA First Year, and other corporately-funded activities as identified in Learning Nucleus. Travel costs for specific Safety Basis courses must be corporately funded only for NNSA Nuclear Safety Specialists. LCM approval to use the Corporate Travel account and instructions to submit a corporate travel authorization must be provided to the employee at the time the employee has been enrolled and confirmed to attend a corporate training course. Federal Travel Regulations must be followed for employees who travel to attend training.

- (4) Cost Consideration. Cost considerations must be followed as described in Appendix 5.
- h. Individual Development Plans (IDPs). All NNSA employees must complete an IDP no later than 60 days after they have been hired or upon reassignment to a new position. IDPs must be prepared according to NNSA's Annual Training Assessment timelines using the current IDP tool. Annually, and on an as needed basis, supervisors must discuss with employees what learning activities are needed to meet each employee's development needs. IDPs may reflect learning events in order to improve employee performance. Employees whose positions are covered by the Technical Qualification Program (TQP), should have at least one IDP goal for an overall TQP requirement. Supervisors must have one supervisory-related activity on each year's IDP. Employees must have at least one foundational competency-related activity on each year's IDP. Military and other federal agency employees assigned to NNSA organizations are encouraged to complete an IDP with their home organization.
- (1) The IDP must focus on short- and long-term training and development needs to describe reasonable and appropriate employee training objectives and activities that meet the employee's mandatory, job-specific and technical acumen, foundational competence, leadership skills, and future career development needs. IDPs may also reflect developmental needs for all employees of the work unit, as determined by supervisors or organizational leaders. IDPs require a meaningful conversation between the supervisor and the employee to reflect learning events needed to improve employee performance and the skills anticipated for future organizational mission requirements. IDPs are living documents and can change at any time once training details are known. In addition to traditional classroom training, employees are encouraged to consider alternative methods for obtaining new skills, such as mentoring, coaching, action learning teams, developmental assignments, rotations, job exchanges, shadowing, conferences and seminars, on-the-job training, online learning, self-directed learning, and site visits. Tuition and travel costs must be estimated and included on IDPs for all learning activities in order to develop an accurate budget. Learning activities listed on an approved IDP do not guarantee supervisory approval on a submitted training request. Supervisory approval to attend training is contingent on available training and travel-for-training funds and other factors, as outlined in Appendix 3.
- (2) Annual mandatory training events will be uploaded automatically into the employee's IDP through Learning Nucleus.
- i. Executive Development Plans (EDP). Executive Development Plans must be prepared by each senior executive, EN-V executive, and SL/ST executive using the current EDP tool.

- j. Academic Courses outside of the Academic Degree Program. NNSA may pay necessary expenses for up to six academic courses for an employee in any given 3-year period as part of tuition assistance — more than six courses will be considered as counting towards an academic degree program, in which case Appendix 1 pertains.
- k. Academic Degree Programs (ADP). ADP requirements must be followed as described in Appendix 1.
- l. Continued Service Agreement (CSA). CSA requirements must be followed as described in Appendix 2.
- m. Training Records. The NNSA learning management system, Learning Nucleus, is the official system of record for NNSA employee training and all other learning activities sponsored by NNSA. Site-specific training required by the local laboratory, site, or plant may be excluded from Learning Nucleus.
 - (1) To ensure an employee's record includes all training, the employee must process all training requests through the NNSA Learning Nucleus, unless LCM announces that training requests may be processed elsewhere.
 - (2) If the training event was not processed through the NNSA Learning Nucleus, employees must provide proof of the training, such as a certificate of completion, an official roster, etc., to the LCM Learning Consultant in order to receive credit.
 - (3) TQP Records. LCM shall maintain an electronic copy of each TQP participant's TQP record in the electronic (e)TQP system of record in accordance with DOE O 426.1A, *Federal Technical Capability Program*, or related policy. This record is limited to the documents issued through LCM or received from the organizational TQP training coordinator. An eTQP record should include the following documents:
 - (a) The issuance memo signed by the NNSA TQP Manager,
 - (b) The Functional Area Qualification Standard and qualification card issued to the participant,
 - (c) Office Site Facility Standard and qualification card (if applicable),
 - (d) Completed, signed qualification card(s),
 - (e) Signed qualification completion certificate(s),
 - (f) Annual Continuing Training Program (CTP) progress trackers (may be completed or not),
 - (g) Continuing training completion certificates, if issued by LCM,

- (h) TQP extension request forms,
- (i) Interim Limitation Compensatory Measure forms,
- (j) Qualifying Official attestation forms,
- (k) NNSA Position Evaluation Questionnaire forms, and
- (l) TQP Competency Equivalency Evaluation forms.

8. RESPONSIBILITIES.

a. Administrator.

- (1) Establishes NNSA federal employee training policy.
- (2) Communicates senior leadership's commitment to workforce development.

b. Heads of NNSA Elements (Deputy Administrators, Associate Administrators, General Counsel, and Field Office Managers).

- (1) Promote a culture of learning throughout the organization.
- (2) Identify critical training needs through workforce planning, organizational, occupational, and individual assessment tools provided by LCM.
- (3) Review the organization's portion of the annual training assessment and annual training cost report developed by LCM.
- (4) Evaluate the effect of learning at the organizational level.
- (5) Identify critical skills necessary for the safe and secure operation of defense nuclear facilities as defined within the context of the Federal Technical Capability Panel.
- (6) Administer the Technical Qualification and Senior Technical Safety Manager programs for the element with support of the LCM.
- (7) Sponsor informal learning initiatives including mentoring, coaching, internal rotations, and other non-classroom based activities.
- (8) Prioritize critical learning-related needs; identify adequate resources to plan and assess needs, in consultation with LCM Learning Consultants; and promote learning that is aligned with strategic goals, budget, succession planning, and LCM processes.

- (9) Confirm that selected training and development is mission-oriented, appropriate, and cost-effective.
- (10) Perform duties provided in Appendixes 1 and 2 of this Directive.

c. NNSA Chief Learning Officer (CLO).

- (1) Manages the NNSA federal employee training program, including strategies, processes, programs, products, and services.
- (2) Serves as the senior strategic advisor to the Administrator, and Heads of NNSA Elements on the scope identified in 8.c.(1) above.
- (3) Serves as the Director, Learning and Career Management (LCM, NA-MB-40).
- (4) Serves as lead representative for NNSA in talent development forums.
- (5) Issues policies, strategic documents, and guidance that are aligned with the Administrator's vision and SD 360.1A.
- (6) Serves as senior administrator for the NNSA domain within Learning Nucleus.
- (7) Reviews and approves all learning activities to be housed in Learning Nucleus (this may be delegated to the Division Director for NA-MB-42).
- (8) Conducts or approves research designed to improve NNSA's learning programs, products, and services.
- (9) Evaluates the efficacy of NNSA-sponsored learning activities and, as appropriate, engages with the Director of Human Resources to determine the effect on recruitment, retention, and succession planning. Reviews learning activity evaluation survey findings, identifies themes, and makes recommendations based on results.
- (10) Offers consulting services to employees, supervisors, and organizations regarding employee/workforce development, both directly and through the LCM Learning Consultants.
- (11) Issues accurate and current One Learning Initiatives and other broadcasts announcing upcoming classes, seminars, workshops, developmental programs, rotations, and other learning opportunities.
- (12) Organizes and coordinates (and, when delegated, chairs) the work of the Leadership and Career Management Board.

- (13) Manages the Academic Degree Program and Continued Service Agreement process for NNSA and performs related duties as prescribed in Appendixes 1 and 2 of this Directive.
- (14) Possesses waiver approval authority related to training completion requirements as addressed in this Directive.
- (15) Approves acceptance of training-related awards, honorariums, or other contributions toward costs of training from Internal Revenue Service recognized 501(c) (3) organizations, with advice from the Office of General Counsel, as required.
- (16) Prepares the annual NNSA LCM report.
- (17) Determines the amount of training funds allocated to organizations based on training needs and associated costs identified in the ATA, contingent upon the availability of funds. Publishes the ATA report.
- (18) Formulates training budgets pursuant to Planning, Programming, Budgeting, and Evaluation (PPBE) guidance. Manages all NNSA training funds from the Federal Salaries and Expense Account in accordance with statute, regulation, and policy. Coordinates and monitors optimal funds usage with clients.
- (19) Coordinates with the Office of PPBE and iPortal Business Intelligence to track and monitor corporate and organizational training and travel-for-training funding execution data. Provides various levels of financial reporting to senior leadership and each organization's designated points of contact.
- (20) Administers processes to assist organizations in using, redistributing, or supplementing training and travel-for-training funds.
- (21) Recommends updates to this Directive as needed.

d. Leadership and Career Management Board.

- (1) Reviews and makes final decisions on approval or rejection of applications for competitive internal and external NNSA-wide leadership development programs.
- (2) Assesses applicants in accordance with merit system principles.
- (3) Notifies Heads of NNSA Elements or their deputies of final decisions.

- e. Director, Leadership and Workforce Development [(LWD), NA-MB-41].
- (1) Oversees the management, execution, administration, and evaluation of NNSA-wide leadership development programs, including the NNSA Leadership Development Program, Rotation and Accession Program(s), Supervisory Training Programs, NNSA First Year, Minority Servicing Institutions Program, NNSA Graduate Fellowship Program, Executive Enrichment Program, Mid-Level Leadership Development Program, Mentoring Program, and mandatory training.
 - (2) Oversees and develops NNSA training policies, manuals, and guidebooks for LWD programs.
 - (3) Verifies LWD programs comply with NNSA policies, standards, strategic plans, senior leadership direction, corporate development goals, program initiatives, and other applicable governance.
 - (4) Monitors LWD program cost estimation, program budget execution, and implementation.
 - (5) Provides leadership in the coordination, implementation, and evaluation of developmental programs. This includes training planning, resource management, needs analysis, needs assessment, design, development, delivery, and assessment responsibilities.
 - (6) Serves as key advisor to councils, committees, boards, and other entities to include the Leadership and Career Management Board.
 - (7) Supports the CLO in establishing and maintaining relationships with military institutions, State Department or other federal agencies, higher educational entities, and learning vendors.
 - (8) Provides customer service to supervisors, management officials, and NNSA employees regarding leadership and workforce development programs, products, and services. Customer services include communications on classes, seminars, workshops, program schedules, class cancellations and rescheduling, enrollment procedures, course prerequisites, classroom assignments, and course locations.
 - (9) Uses the annual training assessment to identify critical leadership and workforce development needs for NNSA.
 - (10) Obtains market surveys, drafts work statements, evaluation criteria, and solicitation documentation, as well as evaluates proposals for learning programs, products, services, courses, and support services.

- (11) Collects participant, employee, and supervisor feedback on LWD programs, products, and services. Uses the feedback to make informed product enhancements.
 - (12) Maintains requisite training records, associated documentation, and prepares required essential training reports and statistics as required by law and regulation.
 - (13) Provides subject matter expertise on training products, programs, services, and processes.
- f. Director, Consulting and Functional Training Division [(CFTD), NA-MB-42].
- (1) Procures learning activities for NNSA.
 - (2) Develops functional training policy and provides leadership in the coordination, implementation, and evaluation of that training. Responsibilities include training planning, resource management, needs analysis, needs assessment, design, development, delivery, and assessment responsibilities.
 - (3) Develops, in partnership with NNSA organizations, occupational competency models and career paths.
 - (4) Reviews all training needs, and plans for training, to meet critical mission drivers and employee competency needs annually.
 - (5) Provides training policy guidance, professional advice, and consulting assistance to NNSA element's leadership, training liaison personnel, and NNSA employees.
 - (6) Assigns responsibilities to CFTD staff for training requirements and functions, including designation of responsible LCM training official(s) for managing specific NNSA training program activities.
 - (7) Provides support, guidance, administration, and coordination of the NNSA TQP for all NNSA elements and TQP participants.
 - (8) Manages, operates, and supports the NNSA Learning Nucleus, in consultation with the NNSA CLO, when needed.
 - (9) Provides customer service to supervisors, management officials, and NNSA employees regarding classes, seminars, workshops, and special programs, as well as schedules, cancellations, rescheduling, enrollment procedures, prerequisites, waivers, classroom assignments, and activity locations.

- (10) Provides support to each element in the preparation of an annual training plan that identifies critical training needs for organizations and individuals within those organizations, and estimates costs for that training.
- (11) Works with Contracting Officers and specialists to provide all necessary documentation for procurements, such as market surveys, draft work statements, evaluation criteria, and solicitation documentation as well as evaluates proposals for training courses, seminars, general training, and support service procurements.
- (12) Collects employee and supervisor feedback on learning activity, and analyzes the information collected to improve learning activity and programs.
- (13) Leads Learning Consultants in fulfillment of their roles and responsibilities as outlined in the roles and responsibilities guidebook located at <http://oneleadership.na.gov/wp-content/uploads/2012/02/Learning-Consultant-Roles-Responsibilities.pdf>.
- (14) Maintains requisite training records, and associated documentation, and prepares required reports and statistics as required by law, regulation, DOE Order, or as directed by leadership.
- (15) Provides subject matter expertise on training products, processes, and training related systems and issues. Learning Consultants add strategic value by working with an organization's leadership, or Training Liaison, to provide consultation for identification of learning solutions to meet mission goals and objectives.
- (16) Supports the CLO in establishing and maintaining relationships with military institutions, State Department or other federal agencies, higher educational entities, and learning vendors.

g. NNSA TQP Manager.

- (1) Assists sites with the TQP position evaluation process.
- (2) Provides consistency reviews on vacancy announcements and position descriptions for positions with significant safety responsibilities at defense nuclear facilities.
- (3) Manages and maintains the comprehensive examination database, protecting its integrity and maintaining content currency.
- (4) Maintains all necessary TQP documents, including databases of all positions in the NNSA TQP and a current official list of approved Qualifying Officials.

- (5) Develops and implements continuing training program tools such as training materials and annual CTP progress trackers, and issues certificates of completion for annual trackers.
- (6) Provides status reports to supervisors, TQP participants, and TQP Federal Technical Capability Program agents and coordinators.
- (7) Provides enterprise training support to TQP participants to meet programmatic requirements through development of qualification cards, reference guides, exams, and TQP forms and tools.
- (8) Coordinates TQP feedback and improvement efforts.
- (9) Provides independent assessment services to NNSA Headquarters (HQ) and field program offices, as needed.
- (10) Aids NNSA HQ and field program offices, as requested, in TQP accreditation efforts.
- (11) Advises and supports NNSA sites with implementing TQP initiatives.
- (12) Develops TQP products for NNSA HQ program and field offices.

h. Supervisors and Managers.

- (1) Promote employee's compliance with applicable workforce training requirements and agreements.
- (2) Participate in performance and training needs assessments to identify training opportunities for themselves and their employees.
- (3) Participate in the development and maintenance of the IDPs for themselves and for their employees.
- (4) Review and, as appropriate, approve IDPs for direct reports.
- (5) Emphasize and approve training and development that is mission-oriented, appropriate, and cost-effective.
- (6) Provide employee with on-the-job assignments in order to promote growth and application of new knowledge.
- (7) Enable employees to meet their training needs that are in the NNSA's and the employee's best interests.
- (8) Nominate employees for long-term and extended training opportunities, where practical.

- (9) Participate in evaluating employee's application of knowledge gained through completed NNSA-sponsored learning events.
- (10) Comply with applicable laws, regulations, policies, requirements, and provisions of workforce training agreements.
- (11) Partner with LCM to provide a uniform and systematic approach to training in order to verify critical training needs are being met, including mentoring and other non-classroom based activities.
- (12) Identify proper and well-defined training needs that are clearly intended to meet critical gap requirements, and current and future workforce development needs.
- (13) Approve training requests within 5 business days of receipt.
- (14) Confirm training requests are captured on the employee's IDP prior to approval, or confirm that the IDP will be updated.
- (15) Verify compliance with, and completion of, supervisory training requirements set forth by the NNSA Supervisory Training Program Manager or CLO.
- (16) Identify on each annual IDP, and complete, at least one supervisory-related learning activity each year.
- (17) Confirm conference tool reporting requirement has been met before approving training request.
- (18) Confirm availability of training funds, and travel-for-training funds if applicable, prior to approving training request.

i. Employees.

- (1) Manage career, including career development.
- (2) Send requests for training so requests are received by LCM at least 30 business days in advance of the learning event.
- (3) Cancellations must be sent to LCM one week prior to deadlines established by the vendor, to avoid penalties for fees, unless specified otherwise in the training announcement/schedule, an emergency occurs, or a valid business conflict as determined by leadership.
- (4) Verify that training requests include all necessary information, including costs, to enroll and register in training.

- (5) Obtain Head of NNSA Element, deputy, or supervisor approval before any NNSA expenses for learning activities are incurred.
 - (6) Perform responsibilities for ADPs and CSAs, as and when applicable, as noted in Appendixes 1 and 2, respectively, to this Directive.
 - (7) Certify completion of the IDP by due dates established by LCM.
 - (8) Identify on each annual IDP, and complete, at least one foundational competency-related learning activity each year.
 - (9) Complete all mandatory training and, to the greatest extent possible, all learning activities codified in the IDP.
 - (10) Send notification to Conference Tool reporting, as appropriate.
- j. Planning, Programming, Budget and Evaluation (NA-MB-50).
- (1) Records learning-related commitments and obligations in NA-MB-50 accounting systems.
 - (2) Consults with Heads of NNSA Elements on any budgetary issues.
9. DEFINITIONS. See Appendix 6.
 10. ACRONYMS AND ABBREVIATIONS. See Appendix 7.
 11. REFERENCES. See Appendix 8.
 12. CONTACT. Learning and Career Management, at 202-586-0349.

BY ORDER OF THE ADMINISTRATOR:


Lisa E. Gordon-Hagerty
Administrator

Appendixes:

1. Academic Degree Program
2. Continued Service Agreements
3. NNSA Learning Process
4. LCM Programs, Products, and Services
5. Cost Considerations

7. Acronyms and Abbreviations
8. References

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APPENDIX 1: ACADEMIC DEGREE PROGRAMS

1. **PURPOSE.** This appendix provides requirements, responsibilities, and documentation needed to review and approve requests from National Nuclear Security Administration (NNSA) federal employees for NNSA-funded Academic Degree Programs (ADPs).
2. **BACKGROUND.** Both Title 5 of the United States Code (U.S.C.), Chapter 41, *Training*, and Title 5 of the Code of Federal Regulations, Part 410, *Training*, provide criteria for federal agencies regarding ADPs. The policies and procedures referenced in this appendix promote consistency, transparency, and fairness regarding NNSA sponsorship of ADPs.

NNSA values sponsoring ADPs for members of its federal workforce. Sponsoring academic degrees can be important recruitment and retention tools. In addition, academic degrees further employees' professional education and development, making them more proficient in their current positions and more competitive for future positions. NNSA's ability to sponsor and fund academic degrees is subject to laws and regulations.

3. **REQUIREMENTS.**
 - a. **All** of the following conditions must be met to select and assign employees to an ADP, and pay or reimburse employees for all or part of the necessary direct and indirect costs of such training from appropriated funds or other available funds:
 - (1) The ADP contributes to meeting an identified training need, resolving an identified agency staffing problem, or accomplishing goals in the NNSA strategic plan.
 - (2) The ADP is part of a planned, systematic, and coordinated employee development program linked to accomplishing NNSA's strategic goals.
 - (3) The ADP is provided by a college, university, or other institution or program that is accredited by a regional, national, or international accrediting body recognized by the U.S. Department of Education.²
 - (4) The employee meets all of the following eligibility criteria:
 - (a) Is a permanent, full-time federal employee.
 - (b) Is not under a probationary period.
 - (c) Is not currently participating in or, within the past 12 months, graduated from an NNSA-funded career development program.

² Current Department of Education database is found at: <http://ope.ed.gov/accreditation/>.

- (d) Was rated as Fully Meets Expectations (FME) or equivalent (or higher) in the most recent annual performance appraisal, with no performance objective rated below FME.
- (5) In order for the ADP to remain NNSA-sponsored, the employee must also:
- (a) Provide term-end grades to Learning and Career Management (LCM).
 - (b) Be in good and active academic standing.
 - (c) For undergraduate ADPs – maintain a cumulative grade point average (GPA) of no lower than 2.0, and no course grade lower than C-. For a course grade lower than C-, the employee must reimburse NNSA for the tuition and any related expenses for that course.
 - (d) For graduate ADPs – maintain a cumulative GPA of no lower than 3.0, and no course grade lower than B-. For a course grade lower than B-, the employee must reimburse NNSA for the tuition and any related expenses for that course.
 - (e) For cumulative GPAs (no lower than 2.0 for undergraduate and 3.0 for graduate), the employee must raise the cumulative GPA to that minimum. If the employee does not meet the minimum after one academic term, the employee must reimburse NNSA for the tuition and any related expenses for that portion of the ADP.
- (6) The conditions under which NNSA will not sponsor an ADP are:
- (a) An employee occupies or seeks to qualify for a non-career appointment in the Senior Executive Service.
 - (b) An employee occupies or seeks to qualify for an appointment in any position that is exempted from the competitive service because of its confidential policy-determining, policy-making, or policy-advocating character.
 - (c) The ADP is for the sole purpose of providing an employee an opportunity to obtain an academic degree or qualify for appointment to a particular position for which the academic degree is a basic requirement.
 - (d) The degree-granting institution does not meet criteria established in laws, as specified in 3.h.
 - (e) The ADP is related to a condition of employment, i.e., a positive education requirement exists.

- b. All ADP applications must be vetted by the executive-level Leadership and Career Management Board (LCMB), in order to promote fairness, consistency, Equal Employment Opportunity principles, and transparency in the ADP selection process.
- c. ADPs are funded by the employee's organization and, as such, must be forecasted in the organization's Annual Training Assessment and in the employee's Individual Development Plan (IDP).
- d. ADPs require senior leadership approval, as described in Section 5, Responsibilities.
- e. If the ADP involves learning activities that equal or exceed 160 training hours, or the learning activity's tuition cost equals or exceeds \$7,500, or the learning activity has a combined tuition and travel cost that equals or exceeds \$10,000, then a Continued Service Agreement (CSA) must be completed and signed before the program begins. Refer to Appendix 2 of this Supplemental Directive (SD) for additional guidance on CSAs. Also refer to the LCM's web page for CSA computation worksheets.
- f. For ADP events during an employee's normal work schedule, refer to NNSA BOP-002.06, *NNSA Leave Administration and Hours of Duty*, for guidance.
- g. All payments or reimbursements for expenses are discretionary (i.e., not an employee entitlement) and must be based on organizational need, talent availability, budget availability, and other mission-related criteria and standards established by the sponsoring Head of NNSA Element or Deputy. Payment or reimbursement for an ADP may include such necessary expenses as application fees, registration fees, tuition, books, supplies, parking and travel fees to attend mandatory required courses. Meals are not an authorized expense unless it is a non-severable element of the ADP. The organization's commitment to pay for any of these expenses must be specified in the ADP application. The employee's participation in the ADP is dependent on funds availability and could be terminated if funds are no longer available.
- h. The degree-granting institution or program must meet all of the following conditions for NNSA to pay or reimburse employees for authorized expenses for academic degrees:
 - (1) The ADP is accredited and provided by an institution or program described in 3.a.(3) above.
 - (2) The institution or program facility and curriculum are accessible to employees with disabilities in accordance with 29 U.S.C. 701-718, *General Provisions*, and 42 U.S.C. Chapter 126, *Equal Opportunity for Individuals with Disabilities*, as applicable.

- (3) Employees are selected for ADPs without regard for political preference, age, color, disability, genetic information, national origin, race, religion, sex, marital status, sexual orientation, status as a parent, or any other non-merit-based factor, and with regard for their constitutional and privacy rights.
- (4) The program or facility must not be listed as actively excluded in the General Services Administration's System for Award Management³ in accordance with 10 U.S.C. 983 and 32 CFR Part 216.
- (5) The institution or program (including any sub-element) does not prohibit, or prevent military recruiter access to campuses, students, or authorized student information.

4. RESPONSIBILITIES.

a. Administrator.

- (1) Establishes ADP policy.
- (2) Communicates senior leadership's commitment to workforce development.

b. Heads of NNSA Elements (Deputy Administrators, Associate Administrators, General Counsel, and Field Office Managers).

- (1) Consider ADP requests in the context of organizational needs.
- (2) Approve ADP-related costs and allocate those costs within the organization's budget. Approve the use of appropriated funds to pay for ADP expenses.
- (3) Submit expected ADP-related costs during the Annual Training Assessment process, in order to provide sufficient resources to support implementation and ongoing management of ADPs.
- (4) Determine the scope of the ADP that the organization plans to fund (i.e., the entire ADP, which courses, and which expenses). Review, approve, and submit the employees' ADP application package. Provide written endorsement of the ADP application and identify which ADP expenses are authorized.
- (5) Submit ADP applications to the LCMB for approval.

³ <https://www.sam.gov>.

- (6) Respond to surveys soliciting organizational leadership feedback on the value that ADPs are adding to the organization's performance.

c. Chief Learning Officer (CLO).

- (1) Manages the ADP process.
- (2) Conducts periodic reviews to identify the efficacy of NNSA-sponsored ADPs.
- (3) Offers consulting services to employees and supervisors regarding ADPs.
- (4) Issues semi-annual One Learning Initiative announcements soliciting ADP applications for LCMB review.
- (5) Administers surveys to supervisors and organizational leaders to discern value-added impact of ADPs. Reviews survey findings, identifies themes, and makes recommendations based on results.
- (6) Monitors effectiveness of the ADP process in regard to recruitment and retention strategies.
- (7) Validates that the degree-granting institution meets the conditions identified in 3.h.
- (8) Reviews documentation provided by employee to verify good and active academic standing.
- (9) Recommends updates to this Directive as needed.

d. Leadership and Career Management Board (LCMB).

- (1) Reviews and makes final decisions on approval or rejection of ADP applications.
- (2) Interviews ADP applicants during the review process, as needed.
- (3) Notifies Heads of NNSA Elements or Deputies of final ADP decisions.

e. Supervisors.

- (1) Discuss career aspirations with the employee, including how an ADP and mission needs align with those goals.
- (2) Review and, as appropriate, approve IDPs, which must contain any ADPs proposed by employees.

- (3) Review the employees' ADP application and, if supported, provide a written endorsement of the application. If not supported, consult with the employee.
- (4) Periodically check in with the employee to ensure appropriate work-life-school balance.
- (5) Respond to surveys soliciting supervisory feedback on the value that the ADP adds to the employee's development and work unit mission.

f. Employees.

- (1) Manage career, including career development.
- (2) Consider whether an ADP would provide career opportunities and carefully review ADP options. In this regard, employees are encouraged to consult with the Learning Consultant for their organization, their first-level supervisor, and a mentor or coach.
- (3) Include the desired ADP on proposed IDP, if the employee proposes that NNSA fund all or part of that ADP.
- (4) Prepare and submit the ADP application (found in LCM's web site) to the supervisor for endorsement, and obtain Head of NNSA Element or Deputy approval.
- (5) Submit approved ADP package to LCM and participate in ADP nomination events. The employee must not incur any expenses intended for NNSA to fund until they have been notified by LCM that they have been accepted into the ADP or that NNSA has agreed to fund the remaining portion of the ADP.
- (6) Submit approved ADPs through the Learning Management System so that the employee is enrolled and university invoices are paid.
- (7) Commit to the ADP's academic requirements, such as maintaining the appropriate GPA.
- (8) Provide to LCM course grades, transcripts, and verification of academic standing (if not on transcript). LCM's Learning Consultants will follow-up with the employee if this data is not provided. NNSA will not fund future ADP-related courses (or other learning activities) until this data is received.
- (9) Keep supervisors and LCM informed of any changes during the ADP journey, including any extenuating and extraordinary circumstances.
- (10) Reimburse NNSA if conditions warrant.

- g. Planning, Programming, Budget and Evaluation (NA-MB-50).
 - (1) Records ADP commitments and obligations in accounting systems.
 - (2) Pays university invoices for approved ADPs.
 - (3) Consults with Heads of NNSA Elements on any budgetary issues.

5. PROCESS.

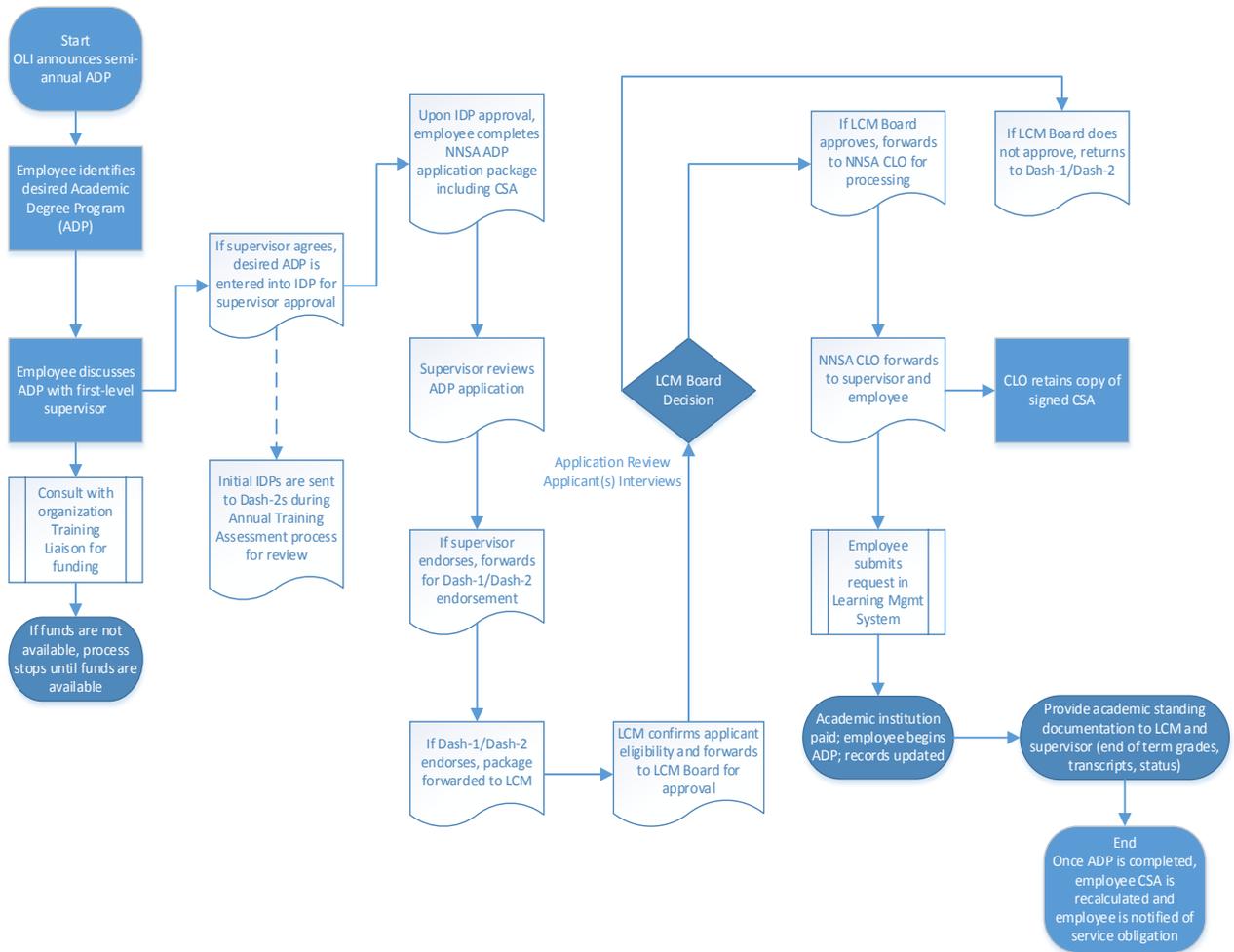
- a. A One Learning Initiative announcement is issued semi-annually regarding the ADP application window.
- b. The employee researches and identifies the desired ADP.
- c. The employee discusses the ADP with the first-level supervisor, focusing on the ADP features related to the employee's career and professional development, as well as alignment to the NNSA mission.
- d. The supervisor consults with the organization's training liaison to determine availability of funding for the ADP. If the ADP would begin in a later fiscal year, the desired ADP must be included in the next year's IDP. The IDP can be revised at any time.
- e. The IDP containing the ADP is initiated by the employee and endorsed by the supervisor.
- f. A standard application template must be used for all ADP-related applications. The template is located on the LCM site on NNSA's portal.
- g. Once the IDP is endorsed, the employee completes the ADP application package. A CSA must accompany the ADP application package, if the requirements in 3.e. are met.
- h. The supervisor reviews and, as applicable, endorses the ADP application package.
- i. Endorsed ADP packages are forwarded through the organization's leadership, culminating with Head or Deputy Head of NNSA Element⁴ endorsement.
- j. Upon Head of NNSA Element or Deputy-level endorsement⁵, the ADP package will be sent to LCM's ADP manager for review and to schedule the LCMB meeting during which the application will be discussed.

⁴ These roles are referred to as Dash-1 and Dash-2, respectively, in the ADP flowchart that follows.

⁵ Same as footnote 4, above.

- k. The LCMB is an executive-level body chaired by the CLO or, in the CLO's absence, by the Deputy Associate Administrator for Management. Although ADPs are sponsored and funded by the employee's organization, the LCMB exists to ensure equity and fairness of the ADP process across NNSA and, as such, is the body that reviews and approves ADPs. The LCMB uses an objective process to ensure that Equal Employment Opportunity (EEO) principles are used throughout all LCMB deliberations. *The ADP approval process can involve an interview with each applicant.*
- l. If the LCMB approves the ADP, the package is forwarded to the CLO for processing, validating the CSA provisions, and to retain a copy of the signed CSA.
- m. The CLO forwards the processed ADP and CSA package to the supervisor and employee, who will then submit the documentation into the NNSA Learning Management System in order for the academic institution to be paid and for the employee to be enrolled into the ADP.
- n. Once the ADP commences, the CSA obligation begins.
- o. If the LCMB does not approve the ADP application, the package is returned to the Head of NNSA Element or Deputy with feedback.

A flowchart depicting the ADP process is provided below.



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APPENDIX 2: CONTINUED SERVICE AGREEMENTS

1. **PURPOSE.** This appendix provides requirements, responsibilities, and documentation needed to complete, review, and approve National Nuclear Security Administration (NNSA) Continued Service Agreements (CSAs) for federal employees.
2. **BACKGROUND.** Both Title 5 of the United States Code (U.S.C.), 4108, and Title 5 of the Code of Federal Regulations, Part 410, *Training*, provide criteria for federal agencies to use regarding CSAs. The policies and procedures referenced in this appendix are intended to promote consistency, transparency, and fairness regarding the applicability and enforcement of CSAs.

NNSA values providing meaningful professional development opportunities for members of its federal workforce. Development promotes employee competence, drives motivation, fosters mission success, and aids succession planning efforts. The use of CSAs promotes NNSA's return on substantive developmental investments. CSAs are used to document the employee's continued obligation of federal service for learning activities that exceed 160 hours in duration or which equal or exceed \$7,500 in tuition, regardless of duration of the learning activity, or which equal or exceed \$10,000 in combined tuition and travel cost, regardless of duration of the learning activity.

The categories⁶ of learning that require a CSA (subject to the duration and cost criteria noted above) include:

- a. Academic degree programs or multiple academic courses;
 - b. NNSA-sponsored and external leadership development programs;
 - c. Certificate or certification programs; or
 - d. Rotations or details that are primarily for developmental purposes.
3. **REQUIREMENTS.**
 - a. The length of the CSA must be determined pursuant to 5 CFR 410.309(b)(2) and 5 CFR 410.310, *Computing time in training*.
 - b. A CSA must be completed and signed before an employee begins any learning activity that equals or exceeds 160 training hours, or the learning activity's tuition cost equals or exceeds \$7,500, or the learning activity has a combined tuition and travel cost that equals or exceeds \$10,000. If the employee refuses to sign a CSA, NNSA's funding of the learning activity must be terminated.

⁶ This list is not all-inclusive; consult Learning and Career Management for further assistance, as needed.

- (1) For a learning activity that equals or exceeds 160 training hours, the period of obligated service is the length of the training instance plus a post-training period equal to three times the length of the training⁷; or
 - (2) For a learning activity that has a tuition cost that equals or exceeds \$7,500, the period of obligated service is 1 year. The period of obligated service is 2 years for a tuition cost that equals or exceeds \$25,000. The period of obligated service is 3 years for a tuition cost that equals or exceeds \$50,000; or
 - (3) For a learning activity that has a combined tuition and travel-for-training cost that equals or exceeds \$10,000, the period of obligated service is 1 year. The period of obligated service (is 2 years for a combined tuition and travel cost that equals or exceeds \$25,000. The period of obligated service is 3 years for a combined tuition and travel cost that equals or exceeds \$50,000.
 - (4) The period of obligated service begins when the learning activity has reached 160 training hours or when the tuition (and, as applicable, travel) costs paid have equaled or exceeded the dollar thresholds in 3.b.(2) and 3.b.(3) above.
- c. The conditions under which a CSA will not apply are:
- (1) A single work assignment that is not part of a formal training program, or an assignment for which only one of the objectives is to develop or assess employee competency levels;
 - (2) Coaching, mentoring, on-the-job or similar training, unless these events are non-severable elements of a comprehensive development program;
 - (3) Training provided by manufacturers, suppliers, or contractors for the purpose of equipment or operating systems installation, use, or maintenance;
 - (4) Training performed under a performance improvement plan;
 - (5) Learning that is paid for by the employee; or
 - (6) Any other learning activity that totals less than 160 training hours, provided the total costs are less than \$7,500.
- d. NNSA will seek repayment from the employee when an employee fails to meet or fulfill the training completion requirements, or who is under a CSA obligation and leaves NNSA, or fails to meet or fulfill the terms and conditions of the CSA. The

⁷ Refer to CSA calculation worksheets provided in LCM's web page.

waiver process in 5.b. must be observed in order for an employee to seek reconsideration or a waiver of NNSA's recovery rights.

- e. For a CSA for an employee who transfers from one NNSA organization to another:
 - (1) For training subject to the CSA that has been completed, the gaining NNSA organization must accept the CSA.
 - (2) For training subject to the CSA that has not been completed, the gaining NNSA organization may choose whether to fund any remaining activities covered by the CSA.
- f. For employees subject to a CSA who transfer from NNSA to another federal agency, refer to 5.c. below.
- g. Voluntary separations from the NNSA for employment with an international organization of which the United States is a member⁸ are considered grounds for waiving the right to recover NNSA funds if such employment is deemed to be in the interest of NNSA and the public⁹.
- h. Involuntary Separations: If an employee resigns under circumstances that clearly show that the resignation is an election to resign rather than to undergo separation procedures, or there is a record of reduction-in-force announcement or notice, the resignation must be considered an involuntary separation, provided that the reason for the separation is not due to misconduct, performance, or personal delinquency. Provided these conditions are met, the CSA repayment obligation is waived.
- i. Military orders to report for service is sufficient reason for waiving the CSA during the training, or the post-training, obligated service period.

4. RESPONSIBILITIES.

- a. Administrator.
 - (1) Establishes CSA policy.
 - (2) Communicates senior leadership's commitment to workforce development.
- b. Heads of NNSA Elements (Deputy Administrators, Associate Administrators, General Counsel, and Field Office Managers). Conduct periodic reviews to monitor CSAs for employees in their organization.

⁸ Refer to <https://iocareers.state.gov/Main/Content/Page/approved-international-organizations>

⁹ Sources: 5 CFR 410.309(a) and Section 4.(f) of DOE O 360.1C

- c. Chief Learning Officer (CLO).
 - (1) Manages the CSA process.
 - (2) Independently computes and verifies the CSA obligation period. If the employee with an active CSA is selected for a DOE/NNSA Leadership and Career Developmental Program with a continued service requirement prior to completing this obligation, determines the amount remaining on this CSA and adds any remaining obligated service time to the new CSA obligation.
 - (3) Reviews and, as necessary, coordinates amendment of CSAs. Maintains master repository of CSAs. Promotes compliance with CSAs.
 - (4) Provides information to employees regarding CSA waiver application process.
 - (5) Through the CLO's Learning Consultants, engages with employees covered by an active CSA when notified of planned transfers to another agency.
 - (6) Reviews and makes decisions on CSA waiver requests.
 - (7) Requests from Human Resources, on a periodic basis, documentation on separations and transfers.
 - (8) Recommends updates to this appendix as needed.
- d. Supervisors.
 - (1) Review and endorse CSAs for direct reports.
 - (2) Monitor employees' CSAs and verify compliance.
- e. Employees.
 - (1) Manage career, including career development.
 - (2) Initiate and complete the appropriate sections of the CSA.
 - (3) Adhere to signed CSA provisions.
 - (4) Keep supervisors and the CLO's Learning Consultant informed of any requested changes to the CSA.
 - (5) Notify NNSA's Learning and Career Management (LCM) Learning Consultant no later than 10 working days before the transfer to another agency takes effect.

5. PROCESS.

- a. A standard template must be used for the CSA. The template is located on the LCM site on NNSA's portal.
- b. When an employee fails to meet or fulfill the training completion requirements, or who is under a CSA obligation and leaves NNSA, or fails to meet or fulfill the terms and conditions of the CSA, the process below must be followed:
 - (1) The employee is notified of the amount that must be repaid to NNSA;
 - (2) The employee is advised of the right to request reconsideration of the amount to be repaid, or to pursue a waiver of the Government's right to recover funds;
 - (3) The employee is advised on how to submit a written waiver request before the effective date of separation from NNSA when the employee provides notice of at least 10 working days;
 - (4) The employee's waiver request states the grounds on which the determination to reconsider, or waive, recovery rights should be based; and
 - (5) The employee is given the opportunity to respond to NNSA's findings before NNSA may recover training expenses.

Note: NNSA will follow prescribed debt collection procedures in the event the reconsideration or waiver is denied.

- c. When an employee subject to a continued service agreement is to be transferred to another federal agency, the following must occur:
 - (1) The employee must notify NNSA's LCM Learning Consultant no later than 10 working days before the transfer takes effect.
 - (2) When NNSA receives the employee's notice, NNSA must notify the gaining agency that the employee is subject to a continued service agreement.
 - (3) Upon receiving a tentative job offer from the gaining agency, the employee must secure the gaining agency's acceptance of the CSA in order for the NNSA separation to not invoke repayment obligations. Acceptance is at the gaining agency's discretion.
 - (4) If the gaining agency accepts the CSA, the CSA is transferred to the gaining agency. If the gaining agency determines that it will not accept the CSA, the employee must be notified in writing before the effective date of the transfer.

- (5) Upon notification of the gaining agency's decision to deny acceptance of the CSA, NNSA will inform the employee that NNSA intends to recover training costs, unless NNSA waives its right of recovery.

APPENDIX 3: NNSA LEARNING PROCESS1. INTRODUCTION.

The primary purpose of a training request is to document and outline the process to submit, approve, authorize, register, and complete or cancel training requests for National Nuclear Security Administration (NNSA) federal employees, as well as, certify that training meets legal and administrative requirements using appropriate funds and using the process in this Appendix. Other non-NNSA federal, military, or contractor employees may attend certain NNSA-sponsored training on a space available basis and will follow this Supplemental Directive (SD) to the maximum extent possible.

2. PROCESS.a. Learning Activity Request and Approval Process.

- (1) When a training request is entered in the NNSA Learning Nucleus, it is reviewed by the requester's approver(s) at the organization level, who gives permission (official approval) to attend the training and also verifies that there is funding available for the organization to pay for the requested training. All requests must be entered through the Learning Nucleus and routed through the respective approver (supervisor) and authorizer (Learning and Career Management [LCM]) to verify that the employee is registered, to the maximum extent possible, at least 21 calendar days before the start of the event. The LCM training processor is the final step of the routing process for costed activities; thus, employees and supervisors are advised to start the request at least 30 calendar days prior to the learning activity start date. When entering a request, the requester is responsible for completing all fields such as vendor name, vendor contact information, course title, dates, tuition costs, travel costs, etc. Any request with missing or erroneous information may be returned to the employee for corrections, potentially delaying enrollment or registration. If the requester has questions or needs help completing the request, the requester should contact their respective Training Liaison, LCM Training Processor, or Learning Consultant.
- (2) Training approval, i.e., certification that training is an appropriate expense related to improving mission-related performance, is a supervisory function; however, responsibility for approval may be delegated to a non-supervisory official, such as a team leader or senior employee. No employee may approve their own training request, and no subordinate may approve training for a superior. When approved, the approving official (supervisor or delegated representative) is also certifying that the organization has adequate funds to cover the cost of the training and any related travel. Depending on the organization's leadership, these approvals and funds verification could be accomplished by one or multiple

personnel, such as the supervisor, a training liaison, or budget approver. If the training is denied within the organization's routing queue, the requester must receive notification that the training is denied. If the training request is approved by the organization's internal routing, the training request is forwarded to LCM for further processing.

- (3) Training review and vendor registration is the responsibility of the LCM Training Processor or Learning Consultant, who is charged with verifying all legal and administrative requirements are met, and that the appropriate training funds are available. Once training has been reviewed, and registration has been completed, the employee requesting training will receive an electronic confirmation. Employees must confirm receipt of LCM's notification prior to the beginning of the course.
- (4) All training cancellations must be sent prior to deadlines established by the vendor sponsoring the learning activity. Failure to send a cancellation to LCM with enough time to withdraw the employee from the activity may result in a charge to the employee's organizational training funds to cover the penalty assessed by the vendor. NNSA corporately sponsored learning activities may be cancelled based on insufficient enrollment; those who have been registered for a corporately sponsored course that is cancelled will be notified approximately 2 weeks prior to the event's scheduled start date. Additional information regarding cancellations, denials, and substitutions of training can be found in paragraph 7.b.
- (5) The employee or supervisor must not pay for training by means other than those established in this process, e.g., training expenses must not be included as a miscellaneous expense on a travel voucher, or paid for using an employee's personal resources (credit card, check, etc.). NNSA will **not** reimburse employees for professional development training costs incurred via methods other than those outlined in this Supplemental Directive.

b. Cancellation.

- (1) The participant may cancel their own training by accessing the request in the Learning Nucleus and initiating a cancellation. If they are unable to process their cancellation in the Learning Nucleus they must contact the LCM Training Processor or Learning Consultant and their respective supervisor for LCM to manually process the cancellation. Cancellations may also be initiated by an employee's supervisor, management, or LCM if necessary.
- (2) If no costs will be incurred, the LCM Training Processor or Learning Consultant will notify the employee and their supervisor that the training instance has been cancelled.

- (3) If costs will be incurred, the Learning Consultant will discuss the impact with the supervisor or the organization's training liaison. If the learning activity is corporately sponsored (paid by LCM funds) any incurred costs for penalties, fees, or travel-for-training will be charged to the organization's account. If the learning activity is sponsored by the participant's organization (paid by the organization's funds) any incurred costs for penalties, fees, or travel-for-training will be charged to the organization's account. Once a decision has been made on how to proceed, the Learning Consultant will confirm the employee, their supervisor, and the training liaison are aware of the outcome.

c. Substitutions.

- (1) If the learning activity is corporately sponsored, and has a waitlist of NNSA personnel who are available to attend the activity, substitutions from the waitlist may be made to fill the vacancy. Notifications to withdraw must be received 1 week prior to the event start date to allow LCM time to process the action and coordinate the change with the vendor. Substitutions will be made from the waitlist on a first-listed first-considered basis. Personnel will be contacted in the order of request date until a candidate accepts and is registered to fill the vacancy. If a substitution is not identified, withdrawal will be considered a cancellation and all associated fees will be charged to the organization's funds.
- (2) If the learning activity is sponsored by the participant's organization (paid by the organization's training funds), the organization's leadership has the option of providing a substitute participant, or opening the vacancy to other NNSA personnel. If a substitute is not identified by the organization, and there is no one on a waitlist for the activity, LCM may coordinate notifications or announcements to NNSA personnel to solicit interest. All substitutions must be accomplished at least 1 week prior to the event start date to allow LCM time to process the action and coordinate the change with the vendor. If a substitution is not provided, or identified through a waitlist or announcement, withdrawal will be considered a cancellation and all associated fees will be charged to the organization's funds.

d. Annual Training Assessments.

The NNSA Chief Learning Officer, through the LCM Learning Consultants, may conduct an Annual Training Assessment (ATA) using the NNSA Learning Nucleus to understand, propose, and validate suitable learning solution(s). The ATA begins during the 3rd FY quarter with an agency-wide announcement that requests NNSA federal employees complete IDPs for the next fiscal year. The ATA concludes in the 4th quarter once employee IDPs have been completed and approved by the first line supervisor. Using approved IDPs, LCM examines identified learning/training needs to

determine what training activities to corporately fund (activities not corporately funded are instead organizationally funded and are subject to organizational training funds availability) and determine the demand for Leadership Development Programs supported by NNSA.

Organization funding requests sent to the ATA are analyzed and included in the final ATA Summary Report to the Associate Administrator for Management and Budget, and senior leadership.

e. NNSA Waiver Procedures.

A waiver may reduce or eliminate the requirement to repay NNSA for learning activities covered under a CSA. NNSA's waiver procedures are imposed when an employee fails to meet or fulfill the training completion requirements, or who is under a Continued Service Agreement (CSA) obligation and leaves NNSA, or fails to meet or fulfill the terms and conditions of the CSA.

Acceptable reasons for waiving training completion or CSA completion requirements include a new work assignment that prevents an employee's satisfactory completion, employee's personal circumstances, conflict with DOE/NNSA interests or legal requirements, the amount or nature of the costs to be recovered, benefit to NNSA (such as under reduction-in-force circumstances), medical or psychological circumstances, or undue hardship or inequity.

Waiver requests must be provided in writing by the employee and endorsed by the supervisor before sending them to the LCM Learning Consultant.

Once approved by the NNSA Chief Learning Officer, the responsible Learning Consultant/Program Manager must provide a copy of the signed waiver to the employee and to the supervisor and include a copy in the employee's training and official personnel file.

APPENDIX 4: LEARNING AND CAREER MANAGEMENT (LCM) PROGRAMS, PRODUCTS, AND SERVICES

LCM's Programs, Products, and Services. The National Nuclear Security Administration (NNSA) is a learning organization that promotes value-added learning programs, products, and services that benefit the NNSA workforce through increased employee and organizational performance. LCM may work with employees and organizational leadership to understand the development needs and determine how best to address them. LCM offers a wide range of programs, products, and services to meet the development needs of the NNSA federal workforce. Other (non-NNSA) employees may participate on a space available basis — consult with the LCM Learning Consultant.

- a. Aspiring Leader Certificate Program (ALCP). This program offers a unique opportunity for staff that have acknowledged a desire in potential leadership positions to take action. The Aspiring Leaders Certificate Program provides foundational exposure to leadership skills and competencies essential for individual and organizational success. The program consists of eight developmental tracks that prepare participants for future leadership roles within NNSA. Alongside all the tools gained, ALCP is a 12-24 month certificate program that gives participants a competitive edge when applying for future leadership positions.
- b. Competencies. NNSA Competencies consist of both foundational competencies that apply to all employees across the NNSA enterprise – and are aligned with NNSA's mission and culture – and competencies for specific job series. NNSA-sponsored learning and development programs, products, and services are available to help improve or achieve proficiency in competencies, and to help advance an employee's performance and growth. This not only contributes to the success of the agency's mission, but is instrumental in promoting a learning culture and strengthening all employees' knowledge, skills, abilities, and behaviors. LCM works with subject matter experts and organizational leaders to develop competencies and link them to appropriate learning activities and resources.
- c. Career Paths. NNSA career paths are designed to provide a road map for employees who are either in, or aspire to be part of, a specific career field. A significant body of research showcases that career paths are an important recruitment and retention enabler. Critical elements for each career path to guide employees include: list of potential positions, qualifications for the positions, critical developmental experiences, competencies, and important career success factors. LCM works with subject matter experts and organizational leaders to develop career paths for occupations across NNSA.
- d. Coaching. Working with a coach in a thought-provoking and creative process can maximize your personal and professional potential. Coaching takes into account the whole person by focusing on improvements in behavior and performance to resolve present work issues, handle specific aspects of the job, and continue to grow professionally. Federal coaches from the Federal Coaching Network, a community of government employees who are invested in the practice of coaching, are available to all

NNSA federal employees to help them achieve their career goals. Coaching services can be requested at any time.

The Department of Energy (DOE) and NNSA share three training slots with the Federal Internal Coaching Training Program, a 7-month program that is certified by the International Coach Federation to provide professional-level coach training to federal employees. Federal internal coaches foster a culture across the U.S. Government that encourages candid and respectful communications between managers and employees, encourages self-reflection, and promotes creativity in problem solving and performance improvement. DOE and NNSA announce the availability of the program in the 3rd quarter of each fiscal year.

- e. Consulting. LCM provides a range of consulting services to all NNSA employees to identify solutions that meet a performance need. Solutions can include learning programs, products, or services.
- f. Executive Enrichment Program. Senior Executive Service (SES) employees are crucial to guiding NNSA so it can fulfill its critical missions and keep our nation safe. They face constant challenges, from changing technologies to the Federal Government's fluid environment. To aid SES employees in meeting these demands and positively contributing to the workforce, the Executive Enrichment Program (EEP) was developed. The program fosters a learning environment allowing executives to refine and further strengthen their Executive Core Qualifications (ECQs). The program has resulted in bolstering career development, broadening leadership experience, and building the next generation of leaders.
- g. Instructional Systems Design. LCM provides comprehensive needs assessment, design, delivery, implementation, and evaluation for all learning modalities and activities. LCM works with NNSA clients to promote an optimal learning experience, to include assessing proposed learning activities for compliance with standards of quality and performance impact.
- h. Leadership Development Programs. Each year, LCM identifies and funds external Leadership Development Programs (LDPs) selected for their applicability to NNSA's mission and positive feedback received from past attendees. The NNSA-wide *OneLearning* or *Connect* announcement is the mechanism used to inform NNSA employees of an NNSA-sponsored Leadership Development Program to include program information, eligibility to apply, program dates, location, the application procedure, due date, number of training opportunities, cost, CSA, withdrawal procedures, and NNSA point-of-contact. Eligibility for LDPs ranges from the entry-level through the executive-level. To be considered for participation in any of the NNSA-sponsored LDPs, employees meeting the program requirements must submit a complete application for consideration by the LCMB. Surveys are administered to every LDP participant to obtain feedback and gauge success of each LDP.
- i. Leadership and Career Management Board. The NNSA Leadership and Career Management Board (LCMB) charter codifies a formal body that promotes cohesive and

robust learning; leadership and career development strategic programs that are cost effective, progressive, and well integrated; is aligned with the NNSA mission; and supports the diverse and critical learning and developmental needs of NNSA. The LCMB is the decision-making authority for reviewing and nominating or selecting applicants into specific competitive leadership and career development programs. The LCMB uses an objective process to ensure that Equal Employment Opportunity (EEO) principles are used throughout all LCMB deliberations. The LCMB also advises the NNSA's Chief Learning Officer (CLO) on policy, corporate priorities, and direction for NNSA's learning, succession management, workforce retention, and related matters.

- j. Mandatory Training. Mandatory training may be mandated by federal statute or regulation, DOE, NNSA, or other federal agencies (such as Department of State for foreign travel training requirements). Mandatory training announcements are issued for specific topical areas. In general, links to mandatory on-line training are uploaded into the employee's Learning Nucleus account.
- k. Mentoring Program. This program is a formalized mentoring program that provides enriching experiences through relationships and growth opportunities for personal and professional growth, focusing on knowledge sharing and cultivating talents. This program is facilitated online via NNSA's new learning management system, the Learning Nucleus. NNSA's mentoring program is a 12-month guided experience that features traditional one-on-one mentoring, peer-to-peer mentoring, group mentoring, and much more. This program is open to all NNSA federal employees and can be started at any time. By using the Learning Nucleus, participants will be able to connect across the complex.
- l. Mid-Level Leadership Development Program (MLDP). The MLDP is a year-long program designed to develop high potential participants' proficiency in leadership competencies. The MLDP develops a pool of diverse and qualified employees that are ready to assume leadership roles within the NNSA. Major program components include 360-assessments, 60-day rotational assignments, capstone projects, mentoring, core certification training, and various other components. Successful graduates of this program also receive a certificate from the Office of Personnel Management in Leadership Education and Development. Upon completion of the program, participants are expected to apply what they have learned to further the mission of NNSA.
- m. Minority Serving Institutions Partnership Program (MSIPP). MSIPP is designed to build a sustainable pipeline between DOE's sites, plants, and laboratories and minority serving institutions (MSIs) in science, technology, engineering, and mathematics (STEM) disciplines. The MSIPP also serves to bring a heightened awareness of STEM careers at NNSA sites, plants, and laboratories to MSIs with a common interest in STEM research fields.

The MSIPP enhances diversity and facilitates development of DOE/NNSA's future STEM workforce by:

- (1) Increasing research and professional opportunities for under-served populations.

- (2) Merging academic study with practical work experience for students majoring in relevant STEM fields and related disciplines.
 - (3) Creating a pool of talented students to explore and understand professional practices within DOE, NNSA, and the Federal Government.
 - (4) Providing exposure to research and development, technology, and administration.
- n. NNSA 1st Year. The NNSA 1st Year program is an onboarding training program designed for employees new to NNSA. The program is a year-long, mandatory onboarding effort to acclimate new hires to NNSA's day-to-day operations, connect them with senior leaders, mentors, and colleagues; and to introduce the fundamentals of NNSA. NNSA 1st Year has three components: New Hire Orientation; Building Your Foundation; and Monthly Information Sessions.
- o. NNSA Graduate Fellowship Program. NNSA Graduate Fellowship Program (NGFP), administered by the Pacific Northwest National Laboratory, provides opportunities for graduate-level students to gain hands-on experience and explore careers in NNSA's nuclear security enterprise. Yearly evaluations are conducted by the NGFP community to gauge success and determine opportunities for improvement.
- p. Organizational Development (OD). Organizational development is a system-wide framework for planning, developing, improving, and reinforcing strategies, structures, and processes that lead to increased organizational effectiveness. LCM provides OD consultation, facilitation, and expertise to aid NNSA organizations in improving cultural health and mission performance.
- q. Rotation Programs. Rotations provide employees at all levels the opportunity to engage in meaningful, immersive, developmental opportunities to further develop knowledge and skillsets. Rotational opportunities available for employees include: NNSA Rotations Program, White House Leadership Development Program, DOE Leadership Development Rotations Program, and Presidential Management Council Interagency Rotation Program. Program evaluations and end of program presentations are completed by participants to obtain feedback.
- r. Supervisory Training Program. The Supervisory Training Program provides supervisors with the guidance, tools, and skills needed to lead people and be competent in leadership and mission-related performance. The training framework identifies mandatory training and developmental tracks based on supervisory experience and assessed knowledge. New supervisors must complete training within their first year of appointment. Failure to complete training jeopardizes satisfactory completion of the probationary period. Tenured supervisors must take refresher training at least every 3 years. All supervisors must complete at least one supervisory or leadership-related developmental activity every year. If an employee has prior supervisory experience and has received supervisory training within the past 3 years from another Agency, LCM will consider that supervisor as tenured for training purposes. Those supervisors may still require training to acclimate them to the NNSA environment (for example, performance management). Course and program evaluations are completed by participants.

- s. Team Leader and Aspiring Supervisor Certificate Program (TLASCP). TLASCP is a 12-36 month certificate program for individuals looking to increase awareness of personal leadership styles, reinforce strengths, and build on technical skills as well as practical supervisory knowledge. This dynamic opportunity allows individuals to focus on the supervisory and management field within NNSA using competency-based development training.

- t. Technical Qualification Program (TQP). The TQP establishes the process by which NNSA confirms that its federal technical employees possess the necessary knowledge, skills, and abilities to perform assigned duties and responsibilities. TQP specifically applies to individuals whose duties and responsibilities require providing assistance, guidance, direction, or oversight that could affect the safe operation of a defense nuclear facility, including evaluation of contractor activities at those facilities. Additional information is available at the LCM website via this URL:
<https://nnsaportal.energy.gov/collab/na-mb/na-mb-40-lcm/na-mb-42-tqp/SitePages/Home.aspx>.

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APPENDIX 5: COST CONSIDERATIONS

1. INTRODUCTION.

Payment of costs related to training is discretionary and made in accordance with 5 United States Code (U.S.C.) 4109, DOE Order 360.1C, *Federal Employee Training*, and this Supplemental Directive (SD). This appendix serves to promote consistency, transparency, and documents the costs the National Nuclear Security Administration (NNSA) deems allowable as necessary expenses for training that relates to an employee's job duties, improves individual and organizational performance, and assists in achieving the agency's mission and performance goals, while complying with laws and regulations, and budget availability. This appendix also includes costs for learning activities NNSA will not fund.

2. COSTS FUNDED BY NNSA.

In addition to the Academic Degree Program (ADP) policy covered in Appendix 1, NNSA may also pay, or reimburse employees, for all or part of the necessary expenses of training, including the costs for tuition, fees, books, materials, travel, per diem, and other services or facilities directly related to the training of the employee in accordance with 5 U.S.C. 4109 and DOE Order 360.1C.

- a. Travel-for-Training. In order to accommodate as many learning activities as possible, employees and their supervisors must attend training in their duty location whenever possible. Employees and their supervisors should work with the LCM's Learning Consultant to identify the optimal learning solution and identify the most cost effective location to attend training. Corporate training must be used when possible to meet training needs and to preserve organization-specific travel-for-training funds. Economizing the need for travel optimizes funds available for training.
- b. Professional Credentials. NNSA may use appropriated funds for expenses to obtain professional credentials, including expenses for professional accreditation, state-imposed and professional licenses, and professional certifications; and examinations to obtain such credentials in accordance with 5 U.S.C. 5757 and the September 7, 2010, Policy Memorandum #12: *Payment of Expenses for Professional Credentials*. Reimbursement will come from other program direction accounts. Reimbursement will not come from training funds. In order to be reimbursed, employees should request an SF 1034, *Claim for Reimbursement for Expenditures on Official Business*, from Planning, Programming, Budget and Evaluation (NA-MB-50), and send the completed form to their first and second-level supervisors for approval. Employees must send the approved form to NA-MB-50 for payment, with proof of payment, documentation of dates of certification, and a signed CSA, if warranted, for the period of time

covered by the credentials. Presidential appointees, non-career members of the Senior Executive Service, and Excepted Service employees appointed under Schedule C are not eligible for reimbursement. NNSA may use training funds to pay the necessary costs for an examination in a preparatory class if the class qualifies as training and if the examination fee is a condition of participating in the training.

- c. Memberships in Professional Organizations. Employees may find value in joining professional organizations. NNSA may not pay for individual membership fees of professional organizations. Payment or reimbursement for initiation fees or periodic dues for membership in a professional organization, or expenses for attendance at meetings or conventions of the organization is prohibited unless:

- (1) Membership or attendance is a prerequisite to acquiring or maintaining a required professional credential.
- (2) NNSA pays for an employee to acquire or maintain a professional credential and the employee maintains membership in the organization as an incidental by-product of acquiring or maintaining the credential, which includes attending meetings or conventions.

Payment or reimbursement for expenses of voluntary memberships in professional organizations of already credentialed employees is prohibited.

- d. Tuition Assistance and other Training Expenses. NNSA may also pay, or reimburse employees for, all or part of the necessary expenses of training without regard to section 3324 (a) and (b) of Title 31, including among the expenses the necessary costs of:

- (1) Travel and per diem;
- (2) Transportation of immediate family, household goods, and personal effects;
- (3) Tuition and matriculation fees;
- (4) Library and laboratory services;
- (5) Purchase or rental of books, materials, and supplies; and
- (6) Other services or facilities directly related to the training of the employee.

Tuition assistance for an individual academic course is **not** considered part of NNSA's ADP. NNSA may pay necessary expenses for up to six individual courses in any given 3-year period as part of tuition assistance. (For more than six courses, in any given 3-year period, the employee must apply to and be selected to participate in the ADP before additional courses will be paid.) Employees are not required to undergo a competitive process like the ADP. Supervisors should adhere to the definition of *training* when approving courses.

NNSA may select and assign employees to an ADP and pay or reimburse employees for all or part of the necessary direct and indirect costs of such training from appropriated funds or other available funds if all program conditions are met. Refer to Appendix 1 for more information.

- e. Training for Promotion. NNSA may provide training to permanent employees that, in certain instances, may lead to promotion, consistent with merit system principles (5 CFR 410.307(b); see also 5 U.S.C. 4103); however, NNSA must follow competitive procedures (5 CFR 335) when selecting a permanent employee for training that permits non-competitive promotion after successful completion of the training. (5 CFR 410.307(b); see also 5 U.S.C. 4103.)

3. COSTS NOT FUNDED BY NNSA.

- a. NNSA will not pay for costs imposed by a vendor for inappropriate or offensive training, as outlined in Public Law 105-277.
 - (1) NNSA will not pay for training that does not meet the identified needs for knowledge, skills, and abilities directly related to the employees' official duties or NNSA's missions.
 - (2) NNSA will not pay for training that contains elements likely to induce high levels of emotional response or psychological stress in some participants, except when the goal of the training is to learn and practice methods to mitigate stressors likely to occur during assigned duties. Based on the mission of the Office of Secure Transportation, training funds may be used to pay for position-specific training to ensure performance of assigned functions and tasks under both normal and emergency conditions in situations that induce high levels of emotional response or psychological stress. Examples include training needed when carrying firearms, use of physical or deadly force, and making an arrest.
 - (3) NNSA will not pay for training that does not require prior employee notification of the content and methods to be used in the training course and course evaluations.
 - (4) NNSA will not pay for training that contains any method or content associated with religious, quasi-religious, or new age belief systems as

defined in the Equal Employment Opportunity Commission Notice N-915.022.

- (5) NNSA will not pay for training that is offensive to, or designed to change, participants' values outside the workplace.
- b. NNSA will not pay for the cost of meals or lodging at an employee's official duty station unless the training program requires extended training hours or participation in specific group events, the safety or health of the employee may be jeopardized, or these costs are included in a single fee and cannot be separated from other costs.
- c. NNSA will not retroactively pay costs incurred . All training requests must be approved and processed in advance of the learning activity. .
- d. Meetings or Conferences. Meetings or conferences may or may not be considered as training (learning) activities. If a meeting or conference is considered training, registration costs will be paid with training funds. In order to be considered as a training (learning) activity, the meeting or conference must meet all criteria in 5 CFR 410.404:
 - (1) The announced purpose of the conference is educational or instructional;
 - (2) More than half of the time is scheduled for a planned, organized exchange of information between presenters and audience which meets the definition of *training* in section 4101 of Title 5 U.S.C.;
 - (3) The content of the conference is germane to improving individual or organizational performance; and
 - (4) Development benefits will be derived through the employee's attendance.

The Learning and Career Management (LCM) Learning Consultant will validate whether a meeting or conference is considered training, based on the information received in the training request.

If any of these criteria are not met, the meeting or conference is not a training (learning) activity. In that instance, the organization would need to consider whether to sponsor the meeting or conference using mission funds. Questions on conference guidelines should be directed to the organization's conference point of contact. Questions on payment of non-training conference fees should be directed to the organization's travel coordinator. All conferences, whether they qualify as mission or as a training activity, must be submitted by the employee or employee's organizational point of contact in accordance with the conference management approval process.

- e. **Personal Liability Policy for Self-Registration for Training.** Employees should never self-register for training directly with any vendor. By self-registering for training directly with a vendor, directing the development of organizational training, or procuring any training activities or materials, without benefit of appropriate advance coordination and approval, employees risk being personally liable for payment or reimbursing the government if government funds were committed, obligated, or costed without prior approval. If an employee registers for training or directs the development of organizational training, the employee will be considered to be acting on the employee's behalf and will be held financially responsible for the costs incurred. The employee may even be charged leave or be required to reimburse the government for any time away from official duties or expenses paid by the government. A training request that has been approved by the employee's supervisor does **not** confirm course registration. The request must first be validated and processed by LCM and receive proper approvals. This will verify that training funds are available and that the requested training meets legal and administrative requirements prior to procurement. Once approved, the employee will receive notification of enrollment, along with logistic information (time, date, location, etc.). The employee bears ultimate responsibility to check with the Learning Consultant for confirmation if the employee has not received notification of enrollment; this is especially important if the training involves travel or payment for attending the training.

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APPENDIX 6: DEFINITIONS

- a. Academic Degree Program (ADP). A post-secondary education including an associate's, a bachelor's, a master's, or a doctoral degree, or a specialist degree resulting in a distinct education (e.g., not a certificate program). Institutions granting this type of degree must meet standards and accreditation criteria from an entity recognized by the U.S. Department of Education. Courses may be classroom-based, web-based, or a hybrid.
- b. Accreditation. The voluntary process of evaluating institutions or programs to guarantee acceptable levels of quality, including recognition by the U.S. Secretary of Education.
- c. Accredited Education. Developing an employee's general knowledge, capabilities, and character through exposure to, and learning of, theories, concepts, and information. This education above the high school level completed in a U.S. college, university, or other educational institution that has been accredited by one of the accrediting agencies or associations recognized by the Secretary of the U.S. Department of Education.
- d. Annual Training Assessment (ATA). The ATA identifies the training and development needs of the workforce. The ATA is developed from data acquired through approved Individual Development Plans to assess the individual, role-based, occupational, and organizational training needs.
- e. Competency. A measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an employee needs to successfully perform work roles and occupational functions.
- f. Conference Management Tool. An application in iPortal that is being used to collect estimated and actual conference expenditures for all Department of Energy conferences.
- g. Continued Service Agreement (CSA). A CSA is a written, binding agreement between an employee and NNSA, signed prior to beginning learning activities that equal or exceed specific criteria, to continue working for NNSA for a specific period of time after completion of training or repay expenses incurred.
- h. Continuing Training Program (CTP). CTPs are established to maintain and enhance the knowledge and skills of operating personnel who perform functions associated with engineered safety features as identified in the facility Documented Safety Analysis and that are required in a Technical Qualification Program (TQP) Functional Area Qualification Standard (FAQS). Continuing training includes, at a minimum, training in significant facility system and component changes, applicable procedure changes, applicable industry operating experience, selected fundamentals with emphasis on seldom used knowledge and skills necessary to provide safety, and other training as needed to correct identified performance problems.
- i. Equal Employment Opportunity (EEO). Federal laws make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex

- (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information. It is also illegal to discriminate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.
- j. Electronic Technical Qualification Program (eTOP). The system of record for TQP which records validation of TQP qualification. The eTQP system has been identified by the National Training Center and concurred on by the Office of Information Management (IM-23), as a System of Record (Federal Register, DOE-27, General Training Records).
 - k. Development. The gradual or incremental growth of a person that leads to increased competence related to the employee's current position or future career opportunities. Is typically longer-term in nature, e.g., a leadership development program.
 - l. Developmental Assignment. Work assignment designed to provide exposure to different leadership experiences and perspectives. Developmental assignments include rotations, shadowing, and projects that provide critical knowledge and skills needed for long-term career development.
 - m. DOE-Info. The Department of Energy (DOE) repository of training and human resource data for DOE and National Nuclear Security Administration (NNSA) employees.
 - n. Education. The process of receiving systematic instruction, usually through an academic institution, and the knowledge from that experience.
 - o. Executive Development Plan (EDP). The EDP outlines a senior executive's short-term and long-term development activities that will enhance the executive's performance to meet organizational needs for leadership, managerial improvement, and results. Newly appointed Senior Executive Service (SES) members have specific executive development requirements.
 - p. Federal Internal Coach Training Program. A rigorous, 7-month training program that is certified by the International Coach Federation to provide professional-level coach training to federal employees.
 - q. Federal Technical Capability Program (FTCP). The FTCP provides for the recruitment, deployment, development, and retention of federal personnel with the demonstrated technical capability to safely accomplish DOE and NNSA's missions and responsibilities.
 - r. Functional Area Qualification Standard (FAQS). Standards developed for various functional areas of responsibility in DOE, including oversight of safety management programs identified as hazard controls in Documented Safety Analyses. For each functional area, the FAQS identifies the performance competencies, supporting knowledge requirements, and mandatory performance activities for a typical qualified individual working in the area.

- s. Functional Training. Technical training needed to perform a specific function, position, or job.
- t. Individual Development Plans (IDPs). A planning document used to identify short- and long-range career goals, specific competencies, knowledge, skills, and abilities necessary to meet current objectives, training, education, and other professional development strategies needed from year to year as an employee's career goals and mission of the organization evolve.
- u. Learning Activity/Learning Event. Any training, developmental, educational, or learning intervention attended by an employee.
- v. Learning Nucleus. The Learning Nucleus is NNSA's learning management system and official repository for employee records on registering for, attending, completing, and evaluating learning activities; IDPs; competency models; career paths; course catalogues; and organizational and NNSA-wide records on related data.
- w. Learning and Career Management (LCM). LCM is the strategic business partner, architect, implementer, and evaluator of value-added learning programs, products, and services that benefit the NNSA workforce through increased employee and organizational performance.
- x. Leadership and Career Management Board (LCMB). The NNSA LCMB, codified in a formal charter, promotes cohesive and robust learning; leadership and career development strategic programs that are cost effective, progressive, and well integrated; is aligned with the NNSA mission; and supports the diverse and critical learning and developmental needs of NNSA. The LCMB is the decision-making authority for reviewing, nominating, or selecting applicants into specific competitive leadership and career development programs. The LCMB also advises the Chief Learning Officer (CLO) on policy, corporate priorities, and direction for NNSA's learning, succession management, workforce retention, and related matters.
- y. Leadership Development Program (LDP). NNSA's LDPs cover a broad range of leadership development opportunities from entry to executive level. Each year, NNSA identifies a range of government and non-government external LDPs of various durations that are funded by LCM. These programs are selected and announced for their applicability to NNSA's mission and positive feedback received from past attendees.
- z. LCM Learning Consultant. An employee of LCM tasked with providing advice and assistance on learning and development to specific elements of NNSA.
- aa. LCM Training Processor. Contractor support for LCM tasked with processing training requests and providing logistical support for NNSA learning activities.
- bb. Period of Obligated Service. A predetermined amount of time in which the employee is required to continue to work for NNSA for learning activities paid by NNSA that equal or exceed a specific number of training hours, or which equal or exceed a specific amount

- of tuition, or a specific amount of combined tuition and travel costs. The obligation period begins upon completion of the corresponding learning activity.
- cc. Position Evaluation Questionnaire. The Position Evaluation Questionnaire is a form that is submitted to the NNSA TQP Manager to request that an employee be added to the TQP, or can indicate why an employee is excluded from the TQP. It includes the site, the assigned functional areas, and the employee's start date. It is signed by the field element manager, the supervisor, and the Federal Technical Capability Panel Agent.
- dd. Qualifying Official (QO). A QO is an individual who has the technical experience or education in a particular technical area and who, with the necessary training, is authorized to sign qualification cards for designated competencies in the TQP.
- ee. Training. 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 field that will improve individual and organizational performance and assist in achieving the agency's mission and performance goals. Training is typically skills-focused.
- ff. Training Hours. The number of hours spent in a learning event, to include activities required by the learning event (such as time spent in group projects or capstone assignments). These hours are determined by the learning event's host or, if not otherwise computed by the host, are determined by LCM.
- gg. Training Liaison. An individual in a program or field office who acts as point of contact on training issues for his or her organization and works closely with the Learning Consultant or LCM in general.
- hh. Technical Qualification Program. A program within NNSA designed to verify that NNSA technical employees whose duties and responsibilities require them to provide assistance, guidance, direction, or oversight that could affect the safe operation of a defense nuclear facility, including evaluation of contractor activities at those facilities, have the necessary skills and abilities.
- ii. Vendor. A government or non-government organization that provides goods or services for sale.

APPENDIX 7: ACRONYMS AND ABBREVIATIONS

a.	<u>ADP</u>	Academic Degree Program
b.	<u>ALCP</u>	Aspiring Leader Certificate Program
c.	<u>ATA</u>	Annual Training Assessment
d.	<u>CFR</u>	Code of Federal Regulations
e.	<u>CFTD</u>	Consulting and Functional Training Division, NA-MB-42
f.	<u>CLO</u>	Chief Learning Officer
g.	<u>CSA</u>	Continued Service Agreement
h.	<u>CTP</u>	Continuing Training Program
i.	<u>DOE</u>	Department of Energy
j.	<u>DOE-Info</u>	The Department of Energy repository of training and human resource data for DOE and NNSA employees
k.	<u>ECQ</u>	Executive Core Qualifications
l.	<u>EDP</u>	Executive Development Plan
m.	<u>EEO</u>	Equal Employment Opportunity
n.	<u>EEP</u>	Executive Enrichment Program
o.	<u>eTQP</u>	electronic Technical Qualification Program
p.	<u>FAQS</u>	Functional Area Qualification Standard
q.	<u>FTCP</u>	DOE Federal Technical Capability Program
r.	<u>GPA</u>	Grade Point Average
s.	<u>HQ</u>	Headquarters
t.	<u>IDP</u>	Individual Development Plan
u.	<u>LCM</u>	Learning and Career Management, NA-MB-40
v.	<u>LCMB</u>	Leadership and Career Management Board
w.	<u>LDP</u>	Leadership Development Programs

x.	<u>LWD</u>	Leadership and Workforce Development, NA-MB-41
y.	<u>MLDP</u>	Mid-Level Leadership Development Program
z.	<u>MSIPP</u>	Minority Serving Institutions Partnership Program
aa.	<u>NGFP</u>	NNSA Graduate Fellowship Program
bb.	<u>NNSA</u>	National Nuclear Security Administration
cc.	<u>QO</u>	Qualifying Official
dd.	<u>SD</u>	Supplemental Directive
ee.	<u>SES</u>	Senior Executive Service
ff.	<u>STEM</u>	Science, Technology, Engineering and Math (fields of study)
gg.	<u>TLASCP</u>	Team Leader and Aspiring Supervisor Certificate Program
hh.	<u>TQP</u>	Technical Qualification Program
ii.	<u>U.S.C.</u>	United States Code

APPENDIX 8: REFERENCES

- a. 5 U.S.C. Chapter 41, *Training*
- b. 5 U.S.C. Chapter 1, Section 105, *Executive Agency*
- c. 5 CFR 410, *Training*
- d. 5 CFR 412, *Supervisory, Management, and Executive Development*
- e. Executive Order 11348, *Providing for the Further Training of Government Employees* by Public Law 106-398 and Public Law 108-123
- f. DOE Order 360.1C, *Federal Employee Training*, dated 7-6-11, or successor document
- g. DOE Order 426.1A, *Federal Technical Capability*, dated 1-17-17, or successor document
- h. SD 426.1 *Technical Qualification Program*, dated 2-13-19, or successor document