ADS Chapter 458

Training and Career/Professional Development

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ADS 458 – Training and Career/Professional Development

458.1 OVERVIEW

Effective Date: 08/11/2014

This chapter establishes the policy directives and required procedures for USAID's training and career/professional development programs. The programs covered by this chapter include those sponsored by the Office of Human Resources, Training and Education Division (OHR/TE), as well as specific training programs sponsored by other Agency Bureaus and Independent Offices (B/IOs).

Policies for training sponsored by the Department of State are found in **13 FAM, Training and Professional Development**. Training related to the Foreign Language Program is located exclusively in **ADS 438, Foreign Language Program**. Participant training (such as training for non-USAID employees who are sponsored by USAID) is covered in **ADS 253, Participant Training for Capacity Development**.

USAID's training and career/professional development programs seek to help achieve the Agency's mission and performance objectives by improving individual and organizational performance. They also support the Agency's core values of teamwork and participation; valuing diversity; customer service; results management; and empowerment and accountability.

USAID's training and career/professional development programs focus on:

- Increasing employees' knowledge and skills to improve job performance;
- Developing employee potential to assume increased responsibility in future positions and to learn new skills for greater mobility among assignments;
- Initiating and continuing mandatory, competency-based professional and technical training to keep knowledge and skills current and to meet professional certification requirements; and
- Initiating and continuing training for executives, managers, and supervisors for effective performance at their current level and at higher management levels.

USAID uses a range of training options to meet its mission-related individual and organizational training and development needs. These options include classroom training, distance learning, employee self-development activities, coaching, mentoring, competency-based training, career counseling, details, rotational assignments, cross training, developmental workshops, and conferences.

OHR/TE uses both government and non-government resources to provide training to employees (see **5 CFR 410.304, Funding of Training Programs**). Courses are continually developed or revised to meet the Agency's changing needs and mission requirements and to maintain up-to-date content that reflects current policies,

regulations, and procedures. Information on course offerings, including course descriptions, locations, and schedules, can be found on HCTM/TE's Web site at https://pages.usaid.gov/HCTM/what-we-provide.

458.2 PRIMARY RESPONSIBILITIES

Effective Date: 08/11/2014

a. The **Chief Human Capital Officer (CHCO/OHR)** has overall responsibility for establishing and implementing training programs to meet training needs and for providing the resources necessary to execute these programs (See **5 CFR 410.201**).

b. The **Heads of Bureaus and Independent Offices (B/IOs)** are responsible for implementing Agency policy with respect to the training and development of employees; approving any mandatory courses for their organizations and ensuring that the courses are entered into the Agency's Learning Management System; and for assigning a representative to the Agency's Training Quality Assurance Council (TQAC).

c. The **Training Quality Assurance Council (TQAC)**, composed of a representative cross-section of USAID senior staff and chaired by the CHCO/OHR, is responsible for authorizing training needs assessments, surveys and related studies, and recommending protocols and procedures to determine training priorities in accordance with the Corporate Learning Strategy and other mandates. The TQAC is also charged with setting standards, collecting, analyzing, and reporting on the quality of training throughout the Agency.

d. The **Office of Training and Education (TE)** provides learning opportunities, career guidance, leadership training, and educational support services to USAID's global workforce. The TE operates the Washington Learning Center (WLC) and manages the Agency's Learning Management System (LMS) and Learning Resources Center (LRC). The TE implements legislative and executive branch mandates that govern training programs for federal employees. The TE coordinates with the Office of Human Resources, Policy, Planning, and Information Management Division (OHR/PPIM) to develop policies and regulations that govern learning and staff development programs for all categories of USAID employees, including Foreign Service Nationals (FSNs) and Personal Services Contractors (PSCs). This office has two divisions:

(1) The **Training and Education Programs Division (TEP)**:

- Represents the Agency on employee learning and training related matters;
- Assesses the learning and training needs of the Agency workforce;
- Develops competencies and mission critical competency-based training;

- Designs and implements traditional and selected state-of-the-art training programs and events to enhance the knowledge, skills, and performance of the Agency's workforce;

- Undertakes training initiatives in support of federal and Agency reform efforts;

- Manages and provides mandatory and technical training, New Employee Orientations, leadership training and education, and career counseling to help guide employees in achieving professional development career goals; and

- Manages contracts that deliver training and education services to Agency employees and manages the Tuition Assistance Program.

(2) The **Training and Education Support Division (TES):**

- Procures and manages equipment supplies and facilities in support of employee training programs, including the WLC, LMS, and the LRC; and

- Is responsible for the scheduling and administration of all training services at the WLC.

e. The **Training Registration (TR) office**, working in support of OHR/TE, is responsible for maintaining the LMS, maintaining the USAID University Web site, providing user support for LMS registration, and providing regular data reports from the LMS. In addition, the Training Registration office is responsible for day-to-day management of the Training Facility.

f. The **Learning Resources Center** (affiliated with the USAID Library), funded by OHR/TE, provides:

- Professional development resources for employee self-study,

- Materials to support USAID University courses, and

- Career development.

The Center also engages in knowledge sharing activities within the Agency.

g. The **Chiefs, OHR/TE, and Office of Human Resources, Foreign Service Personnel Division (OHR/FSP), and Civil Service Personnel Division (OHR/CSP)** are responsible for assessing employee learning needs and providing career counseling to employees.

h. The **Career Counselors**, staffing the Career Development Resource Service (CDRS), are responsible for providing career development and transition tools for all USAID employees to help them make effective career decisions. Career counselors provide confidential individual career counseling and coaching; resume preparation,; and individual learning and training plans, among other services.

i. The **Bureau for Management, Office of Acquisition and Assistance , Accountability Compliance Transparency and System Support, Professional Development and Training Division (M/OAA/ACTS/PDT)** is responsible for publishing guidance and determining the content of all courses related to acquisition and assistance and for approving the curriculum for certification and recertification of the Agency's Contracting Officers and Contracting /Agreement Officer's Representatives in compliance with the Office of Federal Procurement Policy (OFPP) Policy Letter 05-01 and other program requirements (see **458.3.4.2(c)**).

M/OAA/ACTS/PDT is also responsible for determining the content of all courses related to acquisition and assistance, for approving the curriculum for certification and recertification of the Agency's Contracting Officers, and Contracting /Agreement Officer's Representatives, and for ensuring that the acquisition workforce are in compliance with certification requirements in compliance with OFPP Policy Letter 05-01 and other program requirements (see **458.3.4.2(c)**).

j. The **Office of General Counsel, Office of Ethics Administration (GC/EA)** is responsible for determining and delivering mandatory ethics training for the Agency (see **ADS 109.3.2.1** and **5 CFR Part 2638, Subpart G**).

k. The **Office of Civil Rights and Diversity (OCRD)** is responsible for determining Agency-wide mandatory equal employment opportunity (EEO), diversity, and inclusion training, including training required pursuant to the Notification and Federal Employee Antidiscrimination and Retaliation Act (**No FEAR Act**) and implementing regulations.

l. **Mission Directors** and other **Principal USAID Officers** are responsible for implementing current training standards as well as establishing overseas staff development and training programs that promote USAID's strategic objectives.

m. **Executive Officers** serve as learning support liaisons with OHR/TE staff for their assigned posts.

n. The **B/IO Administrative Management Staffs (AMS)** serve as learning support liaisons for their respective B/IOs in USAID/Washington (USAID/W).

o. **Training Coordinators** provide employees, in their Missions and Bureaus, with information and advice on:

- Training opportunities,
- Course scheduling and enrollment,

- Assessing and improving job performance, and
- Fulfilling professional certification requirements.

They play a central role in Mission and Bureau training planning and activities. They also act as liaisons to OHR/TE and the TQAC.

p. Supervisors are responsible for assessing employee training needs and approving employee participation in instructor-led training and mandatory training courses to improve or enhance job performance and professional development. Supervisors must ensure that employees meet any certification requirements, complete required or agreed-upon e-learning coursework, and have sufficient time in their schedules for learning activities.

q. Employees are responsible for assessing their individual developmental needs in relation to the Agency's mission and goals and actively participating with their supervisor to develop and maintain Individual Training and Learning Plans (ITLPs) (see **458.3.3.5**); identifying and requesting approval for training through appropriate management channels in a timely manner; successfully completing and applying authorized training, both classroom and e-learning, self-directed and mandated; completing course evaluations; and fulfilling Continued Service Agreements (CSAs) (see **5 CFR 410.303**).

458.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

Effective Date: 08/14/2012

USAID provides training opportunities to promote and support the career development of its employees, consistent with organizational needs, in order to improve individual and organizational performance, increase efficiency and economy, and build and retain a skilled workforce capable of achieving the Agency's mission and performance goals.

Authorization of training is subject to the availability of funds.

458.3.1 Administering Training Programs

Effective Date: 08/11/2014

The Office of Human Resources, Training and Education Division (OHR/TE) is the central source of professional leadership, planning, consultation, guidance, administrative coordination, and evaluation of employee career development and training in USAID. OHR/TE carries out the following activities in support of employee training and professional/career development:

- Establishes the Agency's training policies and strategy and approves new Agency-wide classroom or distance learning courses as determined by the TQAC. Note: B/IOs that sponsor training must provide a representative to participate in the quarterly meeting of the TQAC. The TQAC Charter and

Corporate Learning Strategy can be found at https://pages.usaid.gov/HCTM/training-and-learning-resources.

- Manages all Agency training through the USAID University Learning Management System. To facilitate the administration, tracking and reporting of training, all training courses developed or sponsored internally at USAID must be included in this system. Technical bureaus and other course sponsors are responsible for submitting final course description information using the form **Request for USAID University Course Catalogue Entry**. Prior to the official announcement of the class, course sponsors must complete the class setup form **Request for USAID University Class Setup**.

- Maintains an accurate, updated inventory of all USAID sponsored training courses and class participation in the LMS. This is needed to determine whether new training requirements are being met and to identify courses that could be improved or modified with additional resources from OHR/TE.

- Assesses Agency training needs (see **5 CFR 410.203**) and plans and designs appropriate learning programs and opportunities;

- Counsels employees, supervisors, and managers regarding training programs, and responds to training-related inquiries;

- Conducts periodic evaluations of the Agency's training and development programs and activities;

- Coordinates with other B/IOs and Missions to provide technical support, resources, and coordination for courses that OHR/TE does not directly sponsor;

- Ensures that Agency training strategies and activities contribute to USAID's mission accomplishment, performance goals, human resource development, and improved employee and organizational performance (see **5 CFR 410.202**);

- Establishes and sponsors a number of mandatory, competency-based training/learning and certification programs to comply with Federal regulations and standards for professional and technical development programs (see **458.3.5**);

- Sponsors training of broad general interest to USAID employees including new employee orientations; computer skills training; program and project management; supervisory, leadership and executive skills; and others designed and offered by the Agency on a just-in-time basis or for a new initiative;

- Coordinates closely with designated USAID regional training facilities (e.g., the Asia Regional Training Center. Coordination includes the scheduling and funding of training events;

- Provides guidance to B/IOs regarding the role and functionality of USAID regional training facilities and how they differ from hosting Missions, emphasizing the need to plan and fund training opportunities in these facilities in a timely manner to leverage wider and greater participation in the region;

- Coordinates requests for mandatory training of any group of employees;

- Oversees and supports, with technical and financial assistance, training offered by other B/IOs;

- Oversees the USAID employee training facilities in Washington and in Agency-designated regional training centers overseas where regional training courses must take place;

- Oversees the Agency's distance learning programs (see **458.3.4.3**); and

- Supports the USAID Learning Resources Center (LRC), affiliated with the USAID Library, which provides professional development resources for employee self-study, materials to support USAID University courses, career development, and engages in knowledge sharing activities within the Agency. Resources offered by the LRC include:

  - **Rosetta Stone Online Language Training** – a comprehensive foreign language program that uses innovative technology to provide language learning for individuals. The LRC also collects language learning materials to supplement formal USAID language training at FSI.

  - **International Relocation Center** – an excellent relocation resource that provides orientation and materials on 132 countries for employees pre- or post-assignment.

  - **Country Briefing Information** – the LRC compiles customized country briefing packages for staff going on TDY or moving abroad. The LRC also provides culture guides, travel guides, country histories, world literature, and select country-specific films and documentaries as part of its cultural education program.

  - **Knowledge Management and Management Training** - The LRC collects training materials to support USAID University, and acquires materials on career development, leadership and supervision, mentoring, and information to support knowledge sharing and other Agency learning activities. The LRC Collection Development Policy and catalog can be found on the **LRC's Web site**.

  The LRC Collection Development Policy and catalog can be found on LRC's Web site at:

http://spsinternal.usaid.gov/m/cio/KM/Pages/LearningResourcesCenter.

458.3.2 Eligibility for Training

Effective Date: 08/14/2012

Employees in the following categories are eligible to participate in USAID's training and development programs:

- U.S. Direct-Hire (USDH) staff, including:
  - Civil Service (CS),
  - Presidential Management Fellows (PMFs),
  - Foreign Service (FS) and Senior Foreign Service (SFS),
  - Senior Executive Service (SES),
  - Schedule C, and
  - Administratively Determined (AD) employees;
- Eligible family members of FS employees (see **458.3.5**);
- Employees from other USG agencies, including the Department of State and the Department of Defense, directly involved in programming foreign assistance and managing USAID funds; and
- Employees from oversight agencies, such as the Government Accountability Office (GAO), who wish to understand USAID systems better.

OHR/TE can also authorize training for individuals in the following categories when it is determined to be advantageous to the U.S. Government:

- Foreign Service National Direct Hires (FSNDHs), including Cooperating Country National (CCN) and Third Country National (TCN) Direct Hires (see **ADS 495, Foreign Service National Personnel Administration**);
- Foreign Service National Personal Services Contractors (FSNPSCs), including Cooperating Country National (CCN) and Third Country National (TCN) Personal Services Contractors (see **ADS 495**);
- U.S. Personal Services Contractors (USPSCs);
- Technical Advisors in AIDS and Child Survival (TAACSs); and
- Individuals assigned to USAID under Intergovernmental Personnel Act (IPA)

Agreements (see **ADS 437, Temporary Assignments Under the Intergovernmental Personnel Act**), Participating Agency Service Agreements (PASAs); and Cooperative Administrative Support Unit (CASU) Agreements (see **ADS 306, Interagency Agreements**).

Questions regarding the eligibility of other employment categories for Agency training and development activities may be directed to the Chief, OHR/TE by emailing: **tregistration@usaid.gov**.

458.3.3 Selection and Assignment to Training

Effective Date: 08/14/2012

Mission Directors, other Principal USAID Officers and Heads of B/IOs must establish and maintain procedures to ensure fair and equitable selection and assignment of employees to training without regard to political preference or affiliation, race, color, religion, national origin, gender identification, sexual orientation, marital status, parental status, age, disability, genetic information or any other non-merit factors unrelated to the need for training (see **5 U.S.C. 2301(b)(2) and (7)**).

Training must relate to the performance of official duties and responsibilities and must be for the purpose of increasing an employee's knowledge and skill in the performance of those duties. Training to prepare the employee for possible promotion as part of their Individual Training and Learning Plan must comply with the Agency's merit staffing program requirements (see **5 CFR 410.306, Selecting and Assigning Employees to Training**).

USAID's merit promotion policy directives and required procedures (see **ADS 418, Merit Staffing Program for Civil Service (CS) Employees**) must be followed when selecting Civil Service employees for training that is primarily to prepare them for advancement and is not directly related to improving performance in their current positions.

Merit promotion procedures must be applied in selecting Civil Service employees for training that:

(1) Prepares an employee for a promotion;

(2) Allows the employee to meet minimum educational requirements (established by the U.S. Office of Personnel Management (OPM); or

(3) Is required for reassignment to a position in a different field of work that has higher promotion potential at the time of selection for training.

458.3.3.1 Training Approval

Effective Date: 08/11/2014

In order to promote and comply with the Agency's policy to improve individual and

organizational performance, supervisors must:

- Assess employee training needs and approve employee participation in instructor-led training courses that will improve or enhance job performance;
- Ensure that their employees meet any certification requirements;
- Participate with their employees in the timely development of ILTPs as an integral part of the performance management process;
- Consider alternatives to training that might be effective and cost efficient for building employee capacity and performance;
- Ensure that employee schedules allow for learning activities; and
- Ensure the prompt completion of an employee's e-learning coursework, in accordance with the learning agreement or prerequisite and post requirements for some classroom courses.

In determining employee training needs and selecting employees for training, supervisors must consider the following criteria:

- Organizational mission needs;
- Impact of training on performance of official duties and work requirements, including mandatory training;
- Impact of training on duties likely to be assigned in the near future;
- Availability of funds;
- Fairness and equity of use of training within the work unit; and
- Cost-effectiveness through selection of courses within the region for overseas staff, and courses offered in Washington for staff assigned to Washington.

B/IOs must create a fair and transparent process for approving training requests. Bureau Training Coordinators should have a central role in this process.

All Missions are encouraged to form and regularly convene Mission Training Committees to strategically direct professional development for all Mission staff. At the discretion of individual Missions, these committees can be chaired by the Deputy Mission Director, Program Officer, Supervisory Executive Officer, or other member of senior staff at the Mission. Mission Training Committees should be supported by a designated Training Coordinator and Alternate Training Coordinator fully versed in the USAID University Web site and capable of providing first line assistance to staff who

wish to enroll in online and/or instructor-led courses.

Most Missions find that a monthly meeting routine for the Mission Training Committee will avoid review of ad hoc requests. Mission Training Committees, with the support of a skilled Training Coordinator, should assess and tally projected staff training needs at least 12 months in advance. When deemed necessary and cost effective, Missions should plan for the purchase of core and technical courses when there are 20 or more staff in need of the same course.

Missions must establish deadlines for quarterly or monthly training requests and the system for reviewing those requests. Missions must also designate authorized approvers of training requests and alternate approvers in the LMS or on the **SF-182,Training Authorization Form**).

Classes offered within each Mission's region are the preferred location for Mission employees to attend in order to build networking relationships and save travel costs and time. Mission Supervisory Executive Officers and the course Program Officer both must approve the participation of Mission employees in classes held outside their regions. The Supervisory Executive Officer is responsible for assessing the costs/benefits to the U.S. Government for scheduling employees to attend at various locations and times.

Most e-learning courses in the LMS do not require supervisory approval. However, employees must obtain permission from their supervisor if taking e-learning courses during the work day.

458.3.3.2 Training Registration

Effective Date: 08/11/2014

Employees are responsible for completing the registration process for all learning activities. Registration requests for OHR-sponsored training must be submitted electronically through the USAID University's LMS, using the on-line registration form at: **https://university.usaid.gov**, which is only available to registered users. USAID's LMS is web-based to facilitate "anytime, anywhere" access to learning content and administration. Frequently Asked Questions on the use of LMS are located at: https://pages.usaid.gov/HCTM. For most instructor-led courses, registration is not complete until the supervisor has approved a request. If a supervisor or approver needs to be updated in the LMS, send the updated information to **TRegistration@usaid.gov**.

The **SF-182, Request, Authorization, Agreement, and Certification of Training Form** is used exclusively to acquire out-service training from an external government or non-government training source (e.g., vendor-delivered, academic institutions, the Foreign Service Institute (FSI), etc.). To register for a training course offered by an outside vendor (including FSI), employees must complete an SF-182 for each course and submit it through their immediate and second-line supervisors for approval before the request is forwarded through the responsible Mission or B/IO management staff to OHR/TE Training Registration (**Tregistration@usaid.gov**) for final processing. The completed SF-182 should be submitted as a scanned document attached to an email.

Employees, supervisors, Training Committees, and Training Coordinators should keep in mind that instructor-led courses typically have a registration deadline 45 days prior to the course start date. Courses not fully enrolled at that time may be subject to cancellation or rescheduling to effectively manage limited training funds. For any course, employees must complete any prerequisites or the online registration system will not permit registration. Adequate timing is essential to allow completion of both instructor-led and online prerequisites in advance of registration deadlines. In some cases, additional clearances may be required and will be indicated on the SF-182 form. For example, requests for executive or leadership training must be endorsed by the relevant Bureau Deputy Assistant Administrator (DAA).

458.3.3.3 Cancellation and Delays, Withdrawal, and Waitlist Policy

Effective Date: 08/11/2014

a. Cancellation and Delays

Occasionally, due to circumstances beyond the U.S. Government's control, courses may be delayed or cancelled. If the U.S. Office of Personnel Management declares that the Federal Government is closed, all USAID University classes in the Washington, DC metro area are cancelled for that day. Unless notified otherwise, participants are expected to report for class on the next scheduled class day. See **http://www.opm.gov/operating_status_schedules/**, visit Facebook **http://www.facebook.com/#!/USOPM** or call (202) 606-1900.

If OPM announces a delayed arrival or early departure policy, class hours will be adjusted accordingly. For example, if a class is scheduled to start at 8:30 a.m. and OPM announces a two-hour delayed arrival policy, then the class will start at 10:30 a.m.

If OPM announces an unscheduled leave or telework policy, then classes start at the regular time.

Cancellation of courses at other locations is at the discretion of the USAID Mission Director or other Principal USAID Officer based on the local circumstances.

b. Withdrawal by participants

An employee who needs to drop a class for which registration was confirmed within the system must do so as soon as possible so others on the waiting list may be contacted to fill the seat. The employee and supervisor will be informed of any failure on the employee's part to attend or cancel registration with less than 14 days' notice. Failure to attend a registered course is a serious issue since funds for the non-attending employee's participation are forfeited. Employees with a record of failing to show and not cancelling two or more times will receive lower priority for future registrations. OHR/TE Program Managers will review individual circumstances on a case-by-case basis to determine whether to seek reimbursement from the employee or the employee's office if the employee failed to timely withdraw from a course via **USAID**

University or by sending an email to **TRegistration@usaid.gov**. OHR/TE Program Managers track employees' training completions through LMS. In the case of prioritized selections, such as the Federal Executive Institute Leadership Program (Emerging Leader Program, Leading Teams, Leadership Program and Senior Executive Seminar), cancellations must be submitted to the USAID Leadership Development Coordinator and the Bureau/IO/Mission Training Coordinator no less than 14 days prior to the course start date.

c. Waitlist Policy

With very few exceptions, employees on the waitlist will be placed in the order that they register. Individuals on the waitlist who have been given a slot due to a cancellation will be notified prior to the start date of the course. Participants arriving for training without having received course enrollment confirmation will be denied entry. Instructors will only admit participants who appear on the official roster for a course.

A registered participant, who fails to arrive at the designated training location for a particular course on the first day of the training, risks forfeiture of his/her space to an alternate participant on the course waitlist. Participants experiencing unforeseen travel delays or other emergencies must inform the training host (OHR/TE for WLC courses, or the appropriate hosting mission for courses held abroad) immediately with an explanation or risk forfeiture. If a "no show" participant has not made contact with the training host by noon on the first day of class, his/her slot will be forfeited and offered to a waitlisted employee who will be enrolled no later than the second day of class. Employees who lose their spaces due to "no show" must wait at least three months to re-register for the course, unless there are mitigating circumstances that are brought to the attention of the responsible OHR/TE Program Manager.

458.3.3.4 Hours of Training

Effective Date: 08/14/2012

An employee assigned to training during normal duty hours is counted as being in regular duty status for the number of hours that the employee spends in the classroom or in formal computer-based training.

As a general rule, employees cannot receive overtime pay, compensatory time off, holiday or night differential pay for time spent in training if that time is outside the employee's regular working hours (see **5 U.S.C. 4109(a)(1)**). However, an employee covered under the **Fair Labor Standards Act (FLSA)** who is directed to participate in training (see **5 CFR 551.423(a)(b)(1)(2)**) is excepted from this rule. This means that the training must be required by the Agency, and the employee's performance or continued retention in his or her current position will be adversely affected by non-enrollment in such training.

Employees who normally work a different workweek should coordinate with their supervisors to adjust their work schedule to attend training classes as scheduled.

458.3.3.5 Requirements for Satisfactory Completion of Authorized Training

Effective Date: 08/14/2012

USAID employees who participate in any centrally-funded training course offered by OHR/TE whether the training is held in Washington or at an overseas location are expected to attend 100% of the training. Failure to meet at least 90% attendance can result in denial of training credit for the course. Further, absentee registered participants may be asked by instructors to drop out of a course if the participant has not been on time and fully participatory in the class.

Employees who use electronic devices in class, do not follow instructor directions or distract class in other ways -- may be asked to leave the classroom. The OHR/TE Program Manager will notify the supervisors of the reason for non-completion of the course by the employee.

All trainers and facilitators who conduct training sponsored by OHR/TE must explain this attendance requirement to participants at the beginning of each course and keep accurate attendance records. Trainers and facilitators must report any unexplained absences of trainees to the responsible OHR/TE Program Manager for a final decision on whether an employee will receive course credit. Illness and other excused absences will be reviewed by OHR/TE on a case-by-case basis. The reason for and duration of the absence will determine whether the employee must repeat the entire course to receive credit.

458.3.3.6 Continued Service Agreement

Effective Date: 08/14/2012

Employees selected for training for 80 hours or more at non-U.S. Government facilities must sign a Continued Service Agreement (CSA) to continue in the Agency's service after completing training (see **5 U.S.C. 4108(a)(1)**).

By signing the CSA, employees selected for training subject to a CSA agree that they will continue government service for a period at least equal to three times the length of the training period unless involuntarily separated from the Agency. This policy applies to all categories of employees.

If the employee voluntarily separates from the Agency before the CSA expires, the Agency has an obligation to recover the additional expense incurred by the Government in connection with the training. The employee is not obligated to repay training costs attributable to the uncompleted period of service if he or she is involuntarily separated from the Agency for reasons other than misconduct or unsatisfactory performance (see **5 CFR 410.309(c)**).

The Agency recovers amounts owed by an employee in accordance with Agency procedures for employee debt collection and recovery (see **ADS 625, Administrative Accounts Receivable**). The Bureau for Management, Office of the Chief Financial Officer (M/CFO) or designee, may waive the right of recovery of an employee's debt, in

whole or in part, if he or she determines that recovery is not fair and in good conscience.

458.3.3.7 Individual Learning and Training Plan

Effective Date: 08/14/2012

An Individual Learning and Training Plan (ILTP), sometimes called an Individual Development Plan (IDP), is a personal action plan, jointly agreed to by the employee and supervisor, which identifies the employee's short and long-term career development and learning needs. An ILTP helps the employee and supervisor identify learning needs that support mandatory training, essential competencies, career development, and/or professional growth. It is a plan that allows supervisors to focus limited resources in the area of greatest need. The ILTP uses the **AID 400-21 Form**.

ILTPs may include classroom training, e-learning courses, and on-the-job activities that an employee could pursue during duty or non-duty hours. Budget cuts, workload, course availability, and other factors may cause changes in an employee's ILTP. It is not guaranteed that the employee will receive all training or development activities or a promotion as a result of completing the learning activities on the ILTP.

OHR requires employees and supervisors to discuss the employee's career development goals and complete an ILTP annually. For efficiency and timeliness, supervisors should consider having this discussion in conjunction with establishing the employee's Annual Performance Plan (see **ADS 461, Employee Evaluation Program, Foreign Service and Senior Foreign Service** and **ADS 462, Employee Evaluation Program, Civil Service**) for the coming year. Note: OHR/TE conducts annual competency assessments to aid in the development of the ILTP. The competency assessment and ILTP is strictly for learning and career development purposes and cannot be used to address performance issues. Supervisors should address performance issues using the Annual Evaluation Form (AEF) for Civil Service employees **AID 462-1** or AEF for Foreign Service employees **AID 461-1**. OHR/TE staff are available to offer assistance to supervisors and employees in identifying training and learning activities for the ILTP.

458.3.3.8 Mission Training Orders

Effective Date: 08/14/2012

Missions issue Mission Training Orders that set forth the policies and procedures for the administration of career/professional development and training programs for all employment categories. OHR/TE staff can provide assistance in the development of Training Orders.

458.3.4 Types of Training and Professional Development Resources

Effective Date: 08/14/2012

The range of training and professional development options is discussed in the following sections. More Information and schedules for each type of training are available on OHR/TE's Web site at https://pages.usaid.gov/HCTM.

458.3.4.1 Types of Training
Effective Date: 08/14/2012

a. Short-Term Classroom Training

Short-term training is full-time training for a period of 120 days or less.

b. Long-Term Training

Long-term training is full-time training for a period of more than 120 calendar days. OHR will send out an Agency notice announcing opportunities and procedures to apply. Long-term training assignments available to USAID senior staff are indicated below. OHR/FSP is responsible for assignments to long-term training. Participation in the following long-term training programs does not guarantee a subsequent Senior Management Group (SMG) assignment:

- National War College at the National Defense University, Ft. McNair, Washington, D.C., Master's Degree Program. USAID welcomes expressions of interest from employees at FS-02/GS-14 and above.

- Industrial College of the Armed Forces at the National Defense University, Ft. McNair, Washington, D.C., Master's Degree Program. USAID welcomes expressions of interest from employees at FS-02/GS-14 and above.

c. Distance Learning

Distance learning (also known as e-learning) is a low-cost, high-quality training option. OHR/TE, in conjunction with the U.S. Government's E-Gov, E-training initiative, provides Agency employees with full access to numerous online training courses in business skills and information technology. USAID employees can access and must register for these courses through the Agency's LMS at **https://university.usaid.gov**. Approved courses must help to develop knowledge, skills, and abilities or competencies directly related to individual or organizational work performance.

Although supervisory approval is not required when registering for many e-learning training, employees should coordinate such training with their immediate supervisor. Supervisors are responsible for determining schedules and locations of e-learning during work hours and should take into account workplace distractions when establishing a distance learning plan. Employees can engage in online learning in their work space, in a separate computer work area designated for distance learning, or off-site.

d. Professional Credentials

Chapter 57 of Title 5, United States Code authorizes payment of expenses to obtain professional credentials. Subject to available funding, appropriated or otherwise, the

Agency may pay expenses for employees to obtain professional credentials, including expenses for professional accreditation, State imposed and professional licenses, and professional certification and examinations to obtain such credentials, if the credentials support the Agency's requirements. The Head of a B/IO must approve payment of any such expenses in writing and assume the funding.

This authority cannot be used on behalf of any employee occupying or seeking to qualify for appointment to any position that is excepted from the competitive service because of the confidential, policy-determining, policy-making, or policy-advocating character of the position.

458.3.4.2 Specific Training Programs or Courses

Effective Date: 10/16/2015

This section contains brief descriptions of the major training programs that USAID offers to its employees, which are coordinated by OHR and USAID/Washington B/IOs. Descriptions of programs that Pillar Bureaus, Regional Bureaus, and Missions offer are not included here. Information on those training programs must be obtained directly from the Bureau or Mission sponsoring the training.

a. New Employee Orientation

"New Employee Orientation" (NEO) training, which lasts for five days, is mandatory for all newly-hired Washington-based staff from various hiring mechanisms. The purpose of NEO is to familiarize new staff with the Agency, its organization, and conditions of employment. All full-time staff assigned to the Ronald Reagan Building (RRB) or other USAID locations in the Washington, D.C. area must attend, including Personal Services Contractors (PSCs) and non-direct hires such as fellows and on-site employees of institutional contractors. Employees (including contractors) who are hired in between NEO sessions and take only part of the training are responsible for completing the rest of the NEO training as soon as possible after being hired.

Day 1 includes traditional HR onboarding activities such as swearing-in, administrative and benefits presentations, and HR organizational overviews. Day 2 includes security training required for all employees annually. Days 3-5 feature informational modules that address topics including USAID's organizational structure, strategic vision, how the Agency works, professional development opportunities, diversity, inclusion and equal opportunity, ethics, USAID'S Counter Trafficking in Persons Code of Conduct, records management, personal perspectives from selected USAID employees, and a presentation by a representative of the American Federation of Government Employees (AFGE).

Newly-hired FSOs receive a separate tailored orientation program that is generally several weeks in length (see **ADS 459, USAID's Foreign Service Career Candidate Program**).

Primarily for the benefit of FSN staff overseas, OHR/TE has developed an online course

entitled "USAID Orientation" that is an introduction to USAID for new employees and is accessible through the LMS. This course contains a multimedia overview of USAID history, current focus, and core values.

b. Program and Project Management Training Core Courses

All new Agency employees are encouraged to complete the Programming Foreign Assistance (PFA) course during their first year of employment. PFA provides an overview of USAID's business operations and programming policies and practices. PFA is open to all Agency employees and is as beneficial to experienced staff as it is to recently hired employees. PFA is a prerequisite to registering for the Project Design and Management (PDM) course and the Contracting Officer's Representative (COR) and Agreement Officer's Representative (AOR) Certification Program (A&A 104).

Following completion of PDM, employees are encouraged to take Advanced Project Design (APD); Both PFA and PDM are prerequisites in order to register for APD. Following completion of A&A 104, employees with two-five years of experience working as a COR or AOR are encouraged to take the Enhanced COR/AOR Skills Course (A&A 202). Supervisors of CORs or AORs will benefit from the two-day Acquisition and Assistance for COR/AOR Supervisors (A&A 201) course.

Senior Mission and Bureau managers are encouraged to complete the one-day A&A Seminar for Executives course.

Criteria for Prerequisite Waivers: In order to waive PFA before taking PDM and APD employees must have at least three years of recent Mission or Bureau experience working in at least three of the following areas:

- USAID strategy development,
- Budget and resource management,
- Monitoring and evaluation, or
- Project/activity design.

In order to waive PDM before taking APD, employees must have a total of at least five years of applied, recent experience in three of the areas listed above, including two years in project/activity design; or they must have taken the predecessor course to PDM (i.e., Program-Project Management).

Procedures for Requesting Waivers:

If the course candidate does not meet the coursework prerequisites for PDM or APD and believes s/he has the requisite experience per the waiver criteria, s/he should submit an email to the points of contact at the Bureau for Policy, Planning, and Learning (PPL): Tony Pryor, cpryor@usaid.gov and Minty Abraham, mabraham@usaid.gov, at

least four weeks prior to the start of the course. The email should include a concise, but complete, description of her/his experience showing how the waiver criteria are met and a waiver might be justified. Within three business days of receiving the request for waiver, PPL will communicate their recommendation to the candidate and to USAID's Center for Professional Development in the Office of Human Capital and Talent Management (HCTM/CPD). If a waiver is recommended, HCTM/CPD will then make a final decision and will notify the candidate that s/he can register for a course. Registration will be complete only after the candidate's supervisor has approved the request in the LMS and the candidate receives email notification from the LMS confirming her/his place in a course.

If an employee believes that she/he is sufficiently qualified to waive PFA prior to registering for A&A 104, her/his supervisor could send a waiver request and justification to the Bureau for Management, Office of Acquisition and Assistance (M/OAA) at **fac-corinquiry@usaid.gov**, and M/OAA's management will rule on the waiver.

Other HCTM Core courses can be found at USAID University's **home page** under Course Listings and Schedules.

c. Federal Acquisition Certification Programs and USAID's Contracting/Agreement Officer's (COR/AOR) Certification Program

The skill standards and certification requirements for USAID's Contracting Officers and Contracting/Agreement Officer's Representatives are governed by **41 U.S.C. 414** and **OFPP Policy Letter 05-01** issued April 15, 2005. Policy Letter 05-01 replaced OFPP Policy Letter 97-01, September 12, 1997 and Memorandum For Chief Acquisition Officers Senior Procurement Executives – Subject: The Federal Acquisition Certification in Contracting Program, dated January 20, 2006 and Memorandum For Chief Acquisition Officers Senior Procurement Executives, Subject: Revisions to the Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR), issued September 6, 2011 and Memorandum For Chief Acquisition Officers Senior Procurement Executives, Subject: Increasing Efficiencies in the Training, Development and Management of the Acquisition Workforce, dated September 9, 2013. These documents establish the government-wide framework for creating a federal acquisition workforce with the skills necessary to deliver best value supplies and services, find the best business solutions, and provide strategic business advice to accomplish agency missions. M/OAA is also responsible for determining the content of all courses related to acquisition and assistance and for approving the curriculum for certification and recertification of the Agency's Contracting Officers and Contracting/Agreement Officer's Representatives.

(1) The Office of Federal Procurement Policy's (OFPP's) Federal Acquisition Certification in Contracting Program (FAC-C) standardizes the education, training, and experience requirements for contracting professionals throughout the Federal Government. USAID applies these standards to all direct-hire employees in the GS-1102 series. This includes:

- Contract Specialists (including Lead and Supervisory Contracting Specialists);
- Purchasing Series staff (1105);
- Foreign Service BS-93, Contracting Officers;
- Foreign Service BS-03, Executive Officers;
- Foreign Service National procurement staff; and
- Personal Services Contractors employed as procurement staff.

Continuous Learning Points (CLP) Requirements—OFPP Policy Letter 05-01 and the Memorandum For Chief Acquisition Officers Senior Procurement Executives, Subject: The Federal Acquisition Certification in Contracting Program, issued January 20, 2006 requires 80 Continuous Learning Points every two years to maintain FAC-C. CLP requirements and accumulation starts from the date the certification is issued. CLPs are available through USAID University and FAI's Federal Acquisition Institute Training Application System: https://pages.usaid.gov/M/OAA/assistance-resources.

(2) Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR) and the USAID COR/AOR Certification Program.
The Contracting/Agreement Officer's Representative (COR/AOR) fulfills the Agency's need for qualified technical managers for project management through acquisition and assistance instruments. USAID has determined as a matter of policy to expand its certification program to include employees who are responsible for managing grants and cooperative agreements. Consequently, the USAID COR/AOR Certification Program covers both Acquisition and Assistance Management. As a result of the unique issues related to assistance, USAID will continue to require COR/AORs who were certified by other agencies to complete the USAID COR/AOR Certification Program (see **ADS 302.3.7.1** and **ADS 303.3.14** for the Agency's COR and AOR designation policies.)

The key provisions of the COR/AOR Certification Program are:

- **Mandatory Courses:** The COR/AOR Certification Training Program consists of a two-week Acquisition and Assistance (A&A) Management for COR/AORs course (A&A 104); its prerequisite course, Programming Foreign Assistance and a Phoenix Accruals on-line course. These courses are designed to provide USAID CORs and AORs with the basic knowledge and skills they need to effectively carry out their role.
- **Competency Requirements:** In order to pass COR/AOR certification courses, participants must achieve at least an 85 percent score on

the competency test administered for the required A&A course and a 70 percent score on the Web-based Phoenix Accruals on-line course.

- **Continuous Learning Points Requirement:** In order to maintain FAC-COR certification, a COR or AOR is required to earn 40 continuous learning points of skill currency training every two years beginning on his or her certification date.

Additional information on FAC-COR and the acceptable courses and mechanisms to maintain COR/AOR certification can be found on M/OAA's Web site under Quick Reference: CLPs Available through USAID University and FAI's Federal Acquisition Institute Training Application System found in the M/OAA Tool box at https://pages.usaid.gov/M/OAA/assistance-resources, click on Professional Development and Training" button then click on "Training Market Place" you will see the "USAID Continuous Learning Opportunity List (CLP List)".

(3) Federal Acquisition Certification for Program and Project Managers (FAC–P/PM) establishes general training and experience requirements for program and project managers in civilian agencies. It focuses on essential competencies needed for program and project managers. It does not include functional or technical competencies, such as those for information technology. FAC-P/PM is not mandatory for all program and project managers, but managers of programs that are determined by the Chief Acquisition Officer to be major acquisitions as defined by OMB Circular A-11 must obtain FAC P/PM certification.

d. Leadership Development Program

USAID maintains a leadership development program suite with the Federal Executive Institute (FEI). It is a four-tiered program that provides a unique learning experience for current and future Agency leaders, from emerging leader skills to executive-level instruction. Every June, an Agency Notice provides schedules, eligibility criteria, and nomination procedures for the upcoming fiscal year program for the Emerging Leader Program, Leading Teams, Leadership Program, and Senior Executive Seminar. Selections are made following a one-time review of candidates for the entire fiscal year, ensuring maximum use of class spaces and allowing for advance planning by selected participants and their offices. Interested eligible candidates notify their supervisors to request nomination for referral through their approval chain for consideration and endorsement.

Missions and B/IOs must submit a prioritized listing of candidates directly to the OHR/TE Leadership Development Coordinator by the announced annual deadline. OHR/TE reviews nominations Agency-wide and, through a merged database of nominees for each course, objectively determines selectee/wait list status based on prioritization and class size constraints. OHR/TE then notifies Training Coordinators in Missions and B/IOs of selection/wait list status of candidates. Training Coordinators notify selected participants/wait listed nominees and their leadership. Cancellations

must be submitted to the USAID Leadership Development Coordinator and the Bureau/IO/Mission Training Coordinator no less than 14 days prior to the course start date.

e. Personal Security Training

Mandatory personal security training established by the Department of State applies to employees traveling to post on permanent assignment and to employees traveling on extended temporary duty (TDY) overseas for 30 days or more (see **13 FAM 320, Mandatory Training Preparatory to Going Abroad**). This requirement also applies to U.S. Personal Services Contractors (USPSCs) and Foreign Service Limited (FSL) non-career appointees.

Employees, and in certain cases Eligible Family Members, must complete certain mandatory training **prior to** their departure for overseas assignment or TDY. Individuals who are already employed overseas under a contract, agreement, or other mechanism and are being converted to Foreign Service appointments must complete this training before their appointments will be made effective.

- **Security Overseas Seminar (SOS) (MQ-911)** – The two-day SOS course provides the basic training that employees assigned overseas must have to meet the requirement for personal security training. FS employees must attend a Security Overseas Seminar every five years. The SOS is also available to adult family members and all other members of FS employees' usual household; such as Members of Household (MOHs). The "Youth Security Overseas Seminar (YSOS) (MQ-914)" is available for children six to 18 years old.

- **Advanced Security Overseas Seminar (ASOS) (MQ-912)** – The ASOS course provides a focused update on security issues for those who have previously attended the SOS course. Completion of the ASOS course meets the requirement for updating security training every five years. An online version of this course is offered and takes approximately six to eight hours to complete.

- **Serving Abroad for Families and Employees (SAFE)** combines the on-site two-day SOS course (MQ-911) and the online "Working in an Embassy" course (PN-113). The SAFE program fulfills the training requirement that all employees must meet prior to departing for their first overseas assignment.

f. Pre-Deployment Security Training

USAID's direct-hire employees (FS, CS, WAE) and eligible family members 18 years of age and older and U.S. personal services contractors (permanently assigned to certain targeted posts) must complete mandatory personal security training before arriving at these posts. This training requirement also applies to TDY assignments of specific lengths. The required courses are listed below. For additional information, see 13 FAM 322, Post-Specific Pre-Deployment Training (please note: this reference is only available on the Department of State Intranet).

The list of posts to which this training applies is maintained by the Department of State's Bureau of Diplomatic Security. The current list and updates are published in Agency Notices issued by USAID's Office of Security, International Security Programs Division (SEC/ISP). The current list can be obtained from SEC/ISP by calling (202) 712-0990 or (202) 712-5609.

- **"Foreign Affairs Counter Threat" (FACT) course (OT-611)**
  This course provides participants with the knowledge and skills to better prepare themselves for living and working in critical and high threat overseas environments. The course instructs participants in the practical skills necessary to recognize, avoid, and respond to potential terrorist threat situations. Travel orders are required for training. Students must possess a valid driver's license to participate in the driving portion of the training. International Driving Permits and foreign driver's licenses from countries that have ratified the Convention on Road Traffic may use their own valid driver licenses for FACT courses in the United States.

- **High Threat Security Overseas Seminar (HT-401)**
  This online course is designed to provide participants with threat and situational awareness training against criminal and terrorist attacks while working in high threat regions. Participants will learn risk management, health management, surveillance detection, crime and personal protection, defensive driving, kidnapping prevention, minefield awareness, and awareness of threats from explosives and countermeasures. It is an interactive e-Learning seminar available via the Internet, using a computer or mobile device.

  Note: The course is not required for employees who have taken FACT training within the past five years or have taken HT-401 for a previous TDY within the same calendar year.

- **Additional Training for Iraq, Afghanistan, and Pakistan**
  In addition to taking OT-611, employees assigned/or on long-term TDY under chief of mission authority to Iraq, or who will be on TDY at post for 30 cumulative days or more in any 365 day period are required to take a five-day orientation course, "Iraq Familiarization" (FT-610).

  In addition to taking OT-611, employees assigned/or on long-term TDY under chief of mission authority to Afghanistan, or who will be on TDY at post for 90 cumulative days or more in any 365 day period are required to take a five-day orientation course, "Afghanistan Familiarization" (RS-415).

  For employees assigned to a position located outside of Kabul or a position that supports personnel outside of Kabul and requires extensive travel outside of Kabul, the "Interagency Integrated Civilian-Military Training Exercise for Afghanistan" (RS-510) is required. The program allows employees to work in concert with military colleagues, including life on a Forward Operating Base

(FOB), travel by military convoy or helicopter, and use of interpreters during scripted training events featuring role-players.

These pre-deployment training requirements are subject to change based on operational need, as determined by the Department of State. The Department of State's Orientation and In-Processing (OIP) Center maintains the latest information on required pre-deployment training to Afghanistan, Iraq and Pakistan. Employees must ensure they are enrolled in the appropriate training. Employees who are uncertain about what course(s) they need should contact their servicing Human Resources Specialist in the Office of Human Resources.

g. Post-Deployment Training

USAID employees returning from Critical Priority Countries (CPCs) are required to take the Department of State course: *Mandatory - High Stress Assignment Out-Briefing*, which is provided through an arrangement with the Agency's Staff Care Program. The course is held at the Foreign Service Institute. Direct-hire staff are scheduled through their USAID Human Resources Staffing Specialist. Non-direct hire staff members are scheduled through their USAID Mission's Training Coordinator or through the Administrative Management Services (AMS) Officer (for help contact FSI at (703) 302-7272). For non-direct hires, there is a fee for the course, which can be paid by the employee's office or Operating Unit. Course information can be found at **http://fsi.state.gov/admin/reg/default.asp?EventID=MQ950**. Other relevant information can be found on the Staff Care Program **Web site**.

h. Country Learning Resources (Area Studies)

Employees assigned abroad may participate in area studies programs and activities to understand the political and socioeconomic background, history, and culture of the country of assignment. Please refer to the George P. Shultz National Foreign Affairs Training Center Web page, located at **http://fsi.state.gov/default.asp?contentID=298** for more information and schedules. An SF-182 form is required to apply for this training.

i. Executive, Manager, Supervisor, and Candidate Development Training

USAID must provide for the development of individuals in supervisory, managerial and executive positions, as well as individuals whom the Agency identifies as potential candidates for those positions, based on succession planning and must:

- Design and implement leadership development programs integrated with the employee development plans, programs, and strategies required by **5 CFR 410.201**, and that foster a broad agency and Government-wide perspective;

- Provide training within one year (and ideally within a target of 90 days) of an employee's initial appointment to a supervisory position and follow up

periodically, but at least once every three years, by providing each supervisor and manager additional training on the use of appropriate actions, options, and strategies to:

- Mentor employees,
- Improve employee performance and productivity,
- Conduct employee performance appraisals in accordance with agency appraisal systems, and
- Identify and assist employees with unacceptable performance.

- Provide training when individuals make critical career transitions, for instance from non-supervisory to manager or from manager to executive. This training should be consistent with assessments of the Agency's and the individual's needs (see **5 CFR 412 (202)**).

j. Ethics Training

The Office of General Counsel, Ethics and Administration conducts numerous live ethics education sessions each year. At the overseas posts, Resident Legal Advisors (RLAs) are responsible for conducting the live ethics education course. This course addresses the Standards of Ethical Conduct for Executive Branch employees and other relevant current topics of interest. Unless specific topics have been directed by the Designated Agency Ethics Official (DAEO), individual educators have discretion to determine appropriate topics most relevant to the audience; yet must make themselves available to answer questions.

Those employees who file an annual financial disclosure form (OGE-450 or OGE-278) are required by Government-wide regulation to attend annual ethics education. Additionally, all other USAID employees, including PSCs, are required by this ADS chapter to take one hour of live ethics education every calendar year. Failure to attend scheduled ethics education by the end of the calendar year may result in administrative action, including suspension of authorities, such as Contracting Officer or Contracting Officer's Representative certification.

More information can be found at **ADS 109.3.2**.

k. Office of Civil Rights and Diversity (OCRD) Training

OCRD provides mandatory Agency-wide diversity awareness and equal employment opportunity training. E-learning courses pertaining to EEO, diversity, and inclusion are available through the LMS after logging on to the site **https://university.usaid.gov/** (available only to registered users). Additional information is available from OCRD staff.

l. No FEAR Act Training

No FEAR Act Training is offered **online**. The **Public Law 107-174, No FEAR Act** requires all employees to take this training annually. The No FEAR Act is intended to reduce the incidence of workplace discrimination within the federal government by making agencies and departments more accountable. Supervisors are responsible for ensuring that all employees comply. Please contact OCRD for additional information on the No FEAR Act.

m. Hiring, Retaining, and Including People with Disabilities

In response to **Executive Order 13548** on *Increasing Federal Employment of Individuals with Disabilities,* the Office of Personnel Management developed an online course entitled, "**A Roadmap to Success: Hiring, Retaining and Including People with Disabilities**" for federal employees. The course provides basic information and resources on how to successfully hire, retain, and advance employees with disabilities. The course is available at no cost on **HR University**, as well as on the LMS. Human resources personnel and hiring managers are required to take this training.

n. Counter-Trafficking in Persons (C-TIP): Accountability and Action

This course provides an overview of the C-TIP policy and the C-TIP Field Guide, a technical assistance tool for Missions and Washington Operating Units that aids them in designing and monitoring effective C-TIP programs. The course also examines practical application of the policy. The trainers use facilitated discussions and short presentation along with actual brief case studies in the class.

458.3.4.3 Professional Development Resources

Effective Date: 08/11/2014

a. Career Development Resource Service (CDRS)

The Office of Human Resources, Training and Education division offers all USAID personnel career development counseling and training programs through the Career Development Resource Service (CDRS). CDRS will provide access to career development programs including those within USAID University, USAID divisions and offices, and other appropriate agency groups to equip personnel with career development tools necessary for career advancement and satisfaction. The one-on-one career counseling sub-function of OHR/TE will provide career development and career transition tools necessary for internal and upward mobility and will work together with all other OHR functions to allow surplus and displaced employees access to career transition tools and services. Basic career planning activities involve the following:

- Individual learning and training plans,
- Resume preparation,

- Interview training,
- Internal and external job search strategies, and
- Self-assessments.

Advanced career counseling and planning involves the following:

- Executive career development plans,
- Networking,
- Social networking,
- Retirement transition counseling, and
- Career planning consultations with eligible family members.

For more information, visit: https://pages.usaid.gov/HCTM/what-we-provide.

b. Mentoring Resources

USAID's mentoring programs build upon ongoing informal mentoring efforts and provide a variety of additional avenues for employees to engage in mentoring. Mentoring supports strategic human capital initiatives for employee recruitment and retention, employee development, succession planning and diversity. Information about USAID mentoring resources available for staff, joint mentoring programs with the Department of State, best practices, and other resources can be found at: https://pages.usaid.gov/HCTM/what-we-provide.

458.3.5 Payment for Training and Training Expenses

Effective Date: 08/14/2012

Section 4112 of Title 5, United States Code, provides for agencies to pay for their training programs and plans from applicable appropriations or from other funds available. Training costs associated with program accomplishment may be funded by appropriations applicable to that program area. In addition, **Section 4109 (a)(2) of Title 5, United States Code** provides authority for agencies and employees to share training expenses.

458.3.5.1 Payment for Conferences

Effective Date: 08/11/2014

Conferences are not ordinarily defined as training. However, agencies may sponsor an employee's attendance at a conference as a developmental assignment under **5 CFR 410.404** and **Section 4110 of Title 5, United States Code** when:

- OPM has notified federal agencies that a conference qualifies as a training activity;
- The announced purpose of the conference is educational or instructional;
- More than half the time is scheduled for a planned, organized exchange of information between conference presenters and audience (see **Section 4110 of Title 5, United States Code**);
- The conference is likely to improve individual and/or organizational performance; and
- The employee's attendance will yield developmental benefits.

B/IOs and Missions must adhere to Agency policy guidelines and procedures for approving employee attendance at conferences. Approval must be provided for three or more employees, Agency-wide, to incur costs to attend the same external conference, or 20 or more to attend a USAID-hosted conference. After obtaining approval from their supervisor, all USAID employees who would like to attend an external conference must enter a request in the eConference Tracking and Approval System (eCTAS) (see **580.3.3** for additional information on eCTAS). Employees must enter their request at least 30 days in advance of the conference start date. A clear and compelling justification for attending the conference must be provided in eCTAS. B/IOs and Missions are responsible for funding employee attendance at conferences. (For additional guidance and approval instructions, see **ADS 580, Conference Planning and Attendance**.)

458.3.5.2 Tuition Assistance Program

Effective Date: 08/14/2012

The Tuition Assistance Program (TAP) allows permanent U.S. direct-hire employees the opportunity to take college-level coursework during off-duty hours from an accredited college or university of their choice. The accrediting agency or state approval agency must be recognized by the U.S. Secretary of Education. Coursework may be conducted in a classroom or online. Tuition assistance is available for up to $1,500 (subject to available funding) per semester for approved courses. TAP will cover tuition, registration, and lab fees. Employees are responsible for books, transportation, and any other school fees.

OHR/TE will send separate Agency notices announcing application dates for the program. Eligibility and course requirements for participation in the Tuition Assistance Program are detailed below.

To be eligible for TAP, an employee must be a permanent direct hire employee of USAID; must have a minimum of one year of Federal service; and must have a last annual performance rating of record of "Fully Successful" (or equivalent) or higher.

Course requirements are as follows:

- Coursework must be pursued from a fully accredited college or university;
- Coursework must be taken for academic credit;
- Coursework must be taken during off-duty hours;
- Course subject matter must be of current or future benefit to the employee and USAID;
- Payments must be made directly to the college or university; and
- Employees must achieve a grade of "C" or above ("B" or above" for graduate-level coursework). Employees who fail to achieve the minimum grade must reimburse the Agency for the tuition payment.

Additional information regarding eligibility and application forms is located at: https://pages.usaid.gov/HCTM/what-we-provide.

458.4 MANDATORY REFERENCES

458.4.1 External Mandatory References

Effective Date: 08/11/2014

a. **5 CFR 410.201**; **410.202**; **410.203**; **410.302**; **410.303**; **410.304**; **410.306**; **410.309**; **410.404**

b. **5 CFR 412.202**

c. **5 CFR 551.423 (b)(1)(2)**

d. **5 CFR 2638.704**

e. **5 U.S.C. 2301(b)(2) and (7); 41; 4108; 4109 (a)(1); 4110; 4112; 57(5757)**

f. **13 FAM, Training and Professional Development**

g. **13 FAM 320, Mandatory Training Preparatory to Going Abroad**

h. **41 U.S.C. 404, Office of Procurement Policy Act**

i. **EEOC Notice No. 915.022: Policy Guidance on "New Age" Training Program which Conflict with Employees' Religious Beliefs**

j. **Executive Order 11348/12029 Providing for the further Training of Government Employees**

k. **Executive Order 13111 (12 Jan 1999), Using Technology to Improve Training Opportunities for Federal Government Employees**

l. **Executive Order 13548, Increasing Federal Employment of Individuals with Disabilities**

m. **Fair Labor Standards Act (FLSA)**

n. **Memorandum For Chief Acquisition Officers Senior Procurement Executives, Subject: Revisions to the Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR), issued September 6, 2011**

o. **OFPP's Acquisition Workforce Development Strategic Plan for Civilian Agencies – FY 2010-2014**

p. **OFPP Policy Letter No. 05-01, Developing and Managing the Acquisition Workforce, issued April 15, 2005, replaced OFPP 97-01, dated 09/12/1997**

q. **P. L. 101-194, Ethics Reform Act**

r. **Public Law 104-146, Restrictions on HIV/AIDS training (Ryan White CARE Amendments of Public Health Service Act, May 20, 1996**

s. **Public Law 106-58, Restrictions on Use of Training, December 8, 1999**

t. **Public Law 107-174, No FEAR Act**

458.4.2 Internal Mandatory References

Effective Date: 08/14/2012

a. **ADS 110, Equal Employment Opportunity**

b. **ADS 110 mac, USAID's Policy on Diversity in the Workforce, Equal Employment Opportunity, and Non-Discrimination, A Mandatory Reference for ADS Chapters 110, 101, and 418**

c. **ADS 253, Training for Development**

d. **ADS 302, USAID Direct Contracting**

e. **ADS 303, Grants and Cooperative Agreements to Non-Governmental Organizations**

f. **ADS 306, Interagency Agreements**

g. **ADS 418, Merit Staffing for Civil Service (CS) Employees**

h. **ADS 436, Foreign Service Assignments and Tours**

i. **ADS 437, Temporary Assignments Under the Intergovernmental Personnel Act**

j. **ADS 459, Development Leadership Initiative (DLI) Program**

k. **ADS 461, Employee Evaluation Program, Foreign Service and Senior Foreign Service**

l. **ADS 462, Employee Evaluation Program, Civil Service**

m. **ADS 495, Foreign Service National Personnel Administration**

n. **ADS 625, Administrative Accounts Receivable**

o. **Annual Ethics Training**

p. **Antiterrorism Level I Awareness Training**

q. **Guidance on the Implementation of Agency-Wide Counter Trafficking in Persons Code of Conduct**

r. **Preventing Gender-Based Violence**

458.4.3 Mandatory Forms

Effective Date: 08/14/2012

a. **OGE Form 278 Public Disclosure Report**

b. **OGE Form 450, Confidential Financial Disclosure Report**

c. **Request for USAID University Class Setup**

d. **Request for USAID University Course Catalogue Entry**

e. **SF-182, Request, Authorization, Agreement and Certification of Training**

f. **USAID Form 400-21, Individual Training and Learning Plan (IDP)**

458.5 ADDITIONAL HELP

Effective Date: 08/14/2012

a. **13 FAM 030, Functions of the Foreign Service Institute**

b. **ADS 508saa, Privacy Basics**

c. **GAO Report on State Dept. Training Evaluation**

d. **Office of Personnel Management's (OPM's) Training Handbook**

e. **Training Quality Assurance Council: Corporate Learning Strategy**

458.6 DEFINITIONS

Effective Date: 08/14/2012

The terms and definitions listed below have been incorporated into the ADS Glossary. See the **ADS Glossary** for all ADS terms and definitions.

adult family member
Family member 18 years or older. (**Chapter 458**)

career candidate
Non-tenured Foreign Service employee. (**Chapter 458**)

continued service agreement
An agreement an employee makes to continue to work for the U.S. Government for a pre-established length of time in exchange for non-U.S. Government sponsored training. (**Chapter 458**)

Continuous Learning Points (CLPs)
CLPs are hour equivalent training points for activities that maintain skill currency in the area of certification. Continuous learning activities include, but are not limited to, teaching; self-directed study and mentoring; courses completed to achieve certification at the next higher level; professional activities, such as publishing; attending, speaking, and presenting at professional seminars, symposia, conferences, and workshops; and education activities, such as formal training and formal academic programs. (**Chapter 458**)

distance learning
The terms e-*learning, distance education, distance learning, online learning, and distributed learning* are used interchangeably to refer to a form of education and/or training where learning takes place without the physical presence of the instructor. Examples include written correspondence courses; computer-based training (CBT), such as CD-ROM or Web-based training, satellite-based video, and audio teleconferencing. (**Chapter 458**)

Foreign Service Institute (FSI)
The Federal Government's primary training institution for personnel of the foreign affairs community, located at the National Foreign Affairs Training Center (NFATC) of the Department of State. (**Chapter 438**, 458)

George P. Shultz National Foreign Affairs Training Center (NFATC)
The physical site of the Foreign Service Institute operated by the Department of State. (**Chapter 458**)

government training
Training provided by USAID or another U.S. Government agency. (**Chapter 458**)

in-house training
Agency specific training designed and delivered by USAID for USAID personnel. (**Chapter 458**)

long-term training
Full-time training for more than 120 days. (**Chapter 458**)

mandatory training
Training USAID designates as essential to fulfill a specific Agency requirement. Mandatory training may include training as part of a certification program, training that fulfills an organizational performance objective, or training that meets a legal requirement such as ethics or EEO training. (**Chapter 458**)

non-government training
Training that is provided by or through a private facility which is not owned or run by the Government. (**Chapter 458**)

short-term training
Full-time training for 120 days or less. (**Chapter 458**)

training program manager
An employee who manages, plans, develops, schedules, and implements training courses. (**Chapter 458**)

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