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ADS Chapter 458

Training and Career/Professional Development

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ADS 458 – Training and Career/Professional Development**

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ADS 458 – Training and Career/Professional Development

458.1 OVERVIEW

Effective Date: 05/30/2008

This chapter establishes the policy directives and required procedures and guidelines for administering USAID's training and development programs. The training and development 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. Joint training policies with the Department of State are found in 13 FAM, Training and Professional Development. Training related to the Foreign Language Program is found in Handbook 28, Chapter 4 (to be published as part of ADS 438 in the near future). Participant training (such as training for non-USAID employees who are sponsored by USAID) is covered in [ADS 253, Training for Development](#).

The objectives of USAID's training and career/professional development programs are to help achieve the Agency's mission and performance objectives by improving individual and organizational performance and to 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 the following:

- a. Increasing knowledge and skills to improve employee job performance;
- b. Developing employee potential to assume increased responsibility in future positions and greater assignment flexibility;
- c. Initiating and continuing mandatory, competency-based professional and technical training to keep knowledge and skills current and to meet professional certification requirements; and
- d. Requiring initial and continuing training for executives, managers, and supervisors for effective performance at their current level and development for employment at higher management levels.

USAID uses a range of 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 in providing training to employees. Courses are continually developed or updated to meet the Agency's changing needs and mission requirements. Current information on course offerings,

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including course descriptions, locations, and schedules, are found on the Training and Education Division training Web page of the Office of Human Resources (OHR) Web site: <http://inside.usaid.gov/M/HR/lrd/index.html>. [Note: This information is only available on the intranet. Please contact ads@usaid.gov if you need a copy.]

458.2 PRIMARY RESPONSIBILITIES

Effective Date: 05/30/2008

- a. The **Administrator (A/AID)** 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 within their respective B/IOs and for approving any mandatory courses for their organizations.
- c. **The Deputy Assistant Administrator for Office of Human Resources (DAA/OHR)** is responsible for ensuring that Agency training needs are identified and programs are established to meet those needs.
- d. **The Office of Human Resources, Training and Education Division (OHR/TE)** is responsible for performing all aspects of Agency-sponsored and Agency-wide employee training, including design, development, evaluation, procurement, and administration of training programs.
- e. **The Office of Human Resources, Chiefs, 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.
- f. **The Bureau for Management, Office of Acquisition and Assistance (M/OAA)** is responsible for implementing the [Office of Federal Procurement Policy \(OFPP\) Policy Letter 05-01, Developing and Managing the Acquisition Workforce](#), which includes:
 - (1) Federal Acquisition Certification in Contracting Program (FAC-C), as amended, and M/OAA's precursor to FAC-C, the Procurement Management Certification Program (PMCP); and
 - (2) Federal Acquisition Certification for Contracting Officer's Technical Representatives (FAC-COTR).
- g. **Mission Directors and 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.

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- h. The Office of General Counsel (GC)** is responsible for determining mandatory ethics training for the Agency (see [5 CFR 2638.704](#)).
- i. The Office of Civil Rights and Diversity (OCRD)** is responsible for determining mandatory equal employment opportunity and diversity training for the Agency (see [ADS 110](#)).
- j. Executive Officers** serve as learning support liaisons with OHR/TE staff for their assigned posts.
- k. The B/IO Management Staffs** serve as learning support liaisons for their respective B/IOs in USAID/Washington (USAID/W).
- l. Supervisors** are responsible for assessing employee training needs and approving employee participation in instructor-led training courses that will improve or enhance job performance.
- m. 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 Development Plans (IDPs) (see [458.3.3.5](#)).

458.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

Effective Date: 05/30/2008

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.

Training registration and logistical support in Washington, D.C., is managed through the Training Facility in the Ronald Reagan Building (RRB).

458.3.1 Eligibility

Effective Date: 05/30/2008

The following employment categories are eligible to participate in USAID's training and development programs:

- U.S. direct hire (USDH) staff, including
 - General Schedule (GS),
 - Presidential Management Fellows (PMFs) and employees hired under the Federal Career Intern Program (FCIP),
 - Prevailing Rate (WG),

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- Foreign Service (FS) and Senior Foreign Service (SFS),
 - Senior Executive Service (SES),
 - Schedule C, and
 - Administratively Determined (AD) employees.
- Eligible family members of Foreign Service (FS) employees (see 458.3.5, Specific Training Programs and Courses);
 - Employees from other Foreign Affairs Agencies, including the Department of State and the Department of Defense, particularly employees involved in programming foreign assistance and those who will be managing USAID funds; and
 - Employees from oversight agencies, such as the General Accountability Office (GAO), who wish to understand USAID systems better.

Training may also be authorized 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 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 Agreements (IPAs) (see [ADS 437](#)), Participating Agency Service Agreements (PASAs); and Cooperative Administrative Support Unit (CASU) Agreements (see [ADS 306](#)).

Questions regarding the eligibility of other employment categories for Agency training and development activities may be directed to the Chief, Training and Education Division (OHR/TE).

458.3.2 Selection and Assignment to Training

Effective Date: 05/30/2008

Mission Directors and Heads of B/IOs must establish procedures, as necessary, 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,

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sexual orientation, marital status, age, physical disability, 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 solely be for the purpose of increasing an employee's knowledge and skill in the performance of those duties.

USAID's merit promotion policy directives and required procedures (see [ADS 418, Promotion and Internal Placement for Civil Service 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.

In addition, merit promotion procedures apply to 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 Administering Training Programs

Effective Date: 05/30/2008

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 employee training in USAID. Specific responsibilities include:

- Establishing the Agency's training policies and approving new Agency-wide classroom or distance learning courses;
- Assessing Agency training needs (see [5 CFR 410.203](#)) and planning and designing appropriate learning programs and opportunities;
- Counseling employees, supervisors, and managers regarding training programs, and responding to training-related inquiries;
- Conducting periodic evaluations of the Agency's training and development programs and activities;
- Coordinating with other B/IOs and Missions to provide technical support, resources, and coordination for courses that OHR/TE does not directly sponsor;
- Ensuring 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](#));

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- Establishing and sponsoring 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**);

Sponsoring 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;

- Coordinating requests for mandatory training of any group of employees;
- Supporting, with technical and financial assistance, training offered by other B/IOs;
- Overseeing the USAID employee training facility that provides self-directed learning materials and classroom space;
- Overseeing the Agency's distance learning programs (see **458.3.4.3**); and
- Supporting the USAID Learning Resources Center (LRC), a multimedia, independent study center that supports USAID employees seeking to enhance their professional and personal development.

Additional information may be found on the LRC's Web page at: <http://inside.usaid.gov/M/HR/lrd/lrc.htm>. [Note: This information is only available on the intranet. Please contact ads@usaid.gov if you need a copy.]

458.3.3.1 Approval of Training
Effective Date: 05/30/2008

Supervisors are responsible for

- Assessing employee training needs and approving employee participation in instructor-led training courses that will improve or enhance job performance.
- Ensuring that their employees meet any certification requirements;
- Participating with their employees in the timely development of Individual Development Plans (IDPs) as an integral part of the performance management process;
- Ensuring that employee schedules allow for learning activities; and

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- Ensuring 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 should 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.

(See [5 CFR 410.101.](#))

Employees are responsible for:

- Successfully completing and applying authorized training (both classroom and e-learning, self-directed and mandated) and fulfilling continued service agreements (see [5 CFR 410.303](#));
- Assessing their individual developmental needs in relation to USAID's mission and goals and actively participating with their supervisor to develop and maintain IDPs (see [458.3.3.5](#));
- Identifying and requesting approval for training through appropriate management channels in a timely manner;
- Scheduling time, with their supervisor's approval, to take e-learning; and
- Providing an evaluation of the impact of training on their performance.

Agency employees wishing to register for HR-sponsored training must use the Agency's Learning Management System (LMS) on-line registration form at: <https://university.usaid.gov>). **[Note: This information is only available on the USAID intranet. Please contact ads@usaid.gov if you need a copy.]**

The LMS software enables the management and delivery of learning content and resources to students. USAID's LMS is Web-based to facilitate "anytime, anywhere" access to learning content and administration. Frequently Asked Questions on the use of LMS in USAID are located at: http://inside.usaid.gov/M/HR/lms/lms_Frequently_Asked_Questions_FAQs.htm.

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[Note: This information is only available on the intranet. Please contact ads@usaid.gov for additional information.]

The [Standard Form \(SF\) 182, Request, Authorization, Agreement, and Certification of Training](#) is used exclusively to acquire out-service training from an external government or non-government training source; for example, vendor-delivered, academic institutions, the Foreign Service Institute (FSI), etc.

Employees must complete an SF-182 for each training course taken from an outside vendor (including FSI) and submit it through their immediate and second-line supervisors for approval before the request is forwarded through the responsible B/IO management staff to OHR/TE for final processing.

Supervisors must approve individual training requests, with the exception of e-learning, but including Learning Management System (LMS) requests, for their employees. (In some cases, additional clearances may be required. For example, requests for executive or leadership training must be endorsed by the Bureau Deputy Assistant Administrators (DAAs)). (See USAID General Training Notice, dated 11/13/2007, entitled, “**Getting supervisor’s approval for training through USAID University’s Learning Management System,**” for additional information on approval requirements and process.) **[Note: This Notice is only available on the USAID intranet.]**

458.3.3.2 Hours of Training

Effective Date: 05/30/2008

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 on 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 exception to this rule is if an employee, covered under the [Fair Labor Standards Act \(FLSA\)](#) is directed to participate in training (see [5 CFR 551.423\(a\)\(b\)\(1\)\(2\)](#)). 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.

458.3.3.3 Attendance Requirements and Satisfactory Completion of Authorized Training

Effective Date: 05/30/2008

USAID employees who participate in any centrally-funded training course offered by OHR/TE must attend at least 85 percent of the course or they will not receive credit or a certificate of completion for the training.

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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 must keep accurate attendance records. Trainers and facilitators must report any frequent, extended, or unexplained absences to the responsible OHR/TE Program Manager for a final decision on whether an employee has exceeded the allowable time period for absences.

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.

In addition, employees may be responsible for reimbursing the Agency for training expenses for any authorized training if

- The employee does not satisfactorily complete the training,
- The employee does not cancel the training in time and payment is due, or
- The vendor requests partial payment as a result of cancellation.

HR/TE Program Managers review individual circumstances on a case-by-case basis to determine whether or not to seek reimbursement from the employee if there is a reason why the employee failed to satisfactorily complete the course.

Training completed by employees is tracked by Program Managers through the Agency's Learning Management System (LMS).

458.3.3.4 Continued Service Agreement

Effective Date: 05/30/2008

Employees selected for training for more than 80 hours 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)).

Before processing the SF-182, Request, Authorization Agreement, and Certification of Training, OHR/TE requires that employees selected for training subject to a CSA must sign the Agreement that they will continue government service for a period equal to at least three times the length of the training period (see [5 U.S.C. 4108\(a\)\(1\)](#)). It is general Agency policy to apply this continued service requirement to all classes of employees. The Agreement is found in Section G of the SF-182. The employee must complete Section G before beginning training. After the employee completes and signs the Agreement, a record of it is maintained in the Agency's system of official personnel records and OHR/TE retains a copy.

If the employee voluntarily separates from the Agency before the CSA expires, the Agency has an obligation to recover training costs for the amount of time not served. 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\(c\)](#)).

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If the employee transfers to another Federal agency before completing the required period of service, the Agency transfers the service obligation to the gaining agency.

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 Chief Financial Officer (M/CFO) or Inspector General (IG), 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.

458.3.3.5 Individual Development Plans

Effective Date: 05/30/2008

[AID Form 400-21](#), Individual Development Plan (IDP), is a personal action plan, jointly agreed to by the employee and supervisor, that identifies the employee's short and long-term career development and training needs. An IDP helps the employee and supervisor identify training needs that address mandatory training, essential competencies, career development, and professional growth. IDPs may include classroom, e-learning courses, and other activities that an employee might pursue outside duty hours.

Employees and supervisors must, on an annual basis, develop an IDP. The IDP addresses the employee's training and career development needs, in conjunction with establishing the employee's performance plan for the new performance appraisal cycle (see [ADS 461](#) and [ADS 462](#)). OHR/TE staff can offer assistance to supervisors and employees in the development of the training aspects of the IDP.

458.3.3.6 Mission Training Orders

Effective Date: 05/30/2008

Missions issue Mission Training Orders (MTOs) 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 MTOs.

458.3.4 Types of Training

Effective Date: 05/30/2008

Various types of training are discussed in the following sections. Information on the types of training and schedules is available on the Training and Education Division (OHR/TE) intranet site.

458.3.4.1 Short-Term Classroom Training

Effective Date: 05/30/2008

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

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458.3.4.2 Long-Term Training Effective Date: 05/30/2008

Long-term training is defined as full-time training for a period of more than 120 calendar days. Long-term training assignments available to USAID senior staff are indicated below. The Office of Human Resources, Foreign Service Personnel Division (HR/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.

458.3.4.3 Distance Learning Effective Date: 05/30/2008

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 more than 2,000 on-line training courses in business skills and information technology. USAID employees can access the courseware via the Internet at <http://www.opm.gov/egov/e-gov/e-training/>.

Employees must register through the Agency's Learning Management System. Approved courses must help to develop knowledge, skills, and abilities directly related to individual or organizational work performance.

Supervisors are responsible for determining schedules and locations of e-learning during work hours. Supervisors should take into account workplace distractions when establishing a distance learning plan. Employees may engage in on-line learning in their work space, in a separate computer work area designated for distance learning, or off site.

***458.3.4.4 Certification Programs and Professional Credentials** Effective Date: 06/17/2011

The Agency provides mandatory, competency-based certification programs to prepare and train employees with the necessary professional and technical knowledge and skills to meet professional certification requirements required by law. See **458.3.5.5**, which describes the Federal Acquisition Certification programs required by OFPP Policy Letter 05-01. These programs are:

- (1) The Federal Acquisition Certification in Contracting (FAC-C) Program; and

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***(2)** The Federal Acquisition Certification – Contracting Officer’s Technical Representatives (FAC-COTR) Training and Certification Program.

[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 Mission 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.

458.3.5 Specific Training Programs or Courses

Effective Date: 05/30/2008

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

458.3.5.1 Orientation Programs

Effective Date: 05/30/2008

The Agency develops and provides orientation programs to newly-hired employees to familiarize them with the Agency, its organization, and conditions of employment.

The **Junior Officer (JO) Program** is used to recruit entry-level career candidates into the Foreign Service (FS). The program seeks the best qualified junior professional candidates who are willing to make a long-term commitment to the Foreign Service and international development.

The JO Program replaces the New Entry Professional (NEP) and International Development Intern (IDI) Programs.

The JO Program is designed to prepare Foreign Service Officers (FSOs) for tenure through an individually-adapted training program. The total training program is approximately three years, with six to 18 months in Washington, D. C. and approximately 24 months of broad-based training through a rotational assignment to an overseas Mission. All JOs must meet USAID foreign language tenure requirements before departing for their first overseas assignment. (See [ADS 414, Foreign Service Appointments](#), for additional information on tenure requirements.)

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The **New Employee Orientation (NEO) program** is a two-and-a-half-day program designed for newly-hired employees other than FS. Topics include how the Agency works, future directions and trends, organizational structure, professional development opportunities, equal opportunity, the Whistleblower Act, and fraud awareness.

Programming Foreign Assistance (PFA), the successor to the **Planning, Achieving and Learning (PAL)** course, is a brief orientation course that provides an overview of USAID's business operations, and programming policies and practices. The PFA course is intended to familiarize USAID and other USG staff with concepts and tools that support results-based management of the U.S. foreign aid program.

Working Across Cultures (WAC) is a one-day workshop specifically designed for newly-appointed FSOs and others wanting to develop techniques for dealing with issues related to working in a different culture, either overseas or in Washington, D.C. Workshop participants are given the opportunity to raise their own cultural sensitivity and discover techniques they can use to overcome integration difficulties that may arise from working with members of a different culture, and dealing with the different culture in general.

458.3.5.2 Personal Security Training

Effective Date: 05/30/2008

Mandatory personal security training established by the Department of State applies to employees traveling to post on permanent assignment and to those traveling on extended temporary duty (TDY) overseas for 30 days or more. (See [13 FAM 621, Overseas Security Awareness.](#)) This requirement also applies to U.S. Personal Services Contractors (USPSCs) and Foreign Service Limited (FSL) non-career appointees.

This mandatory training requirement must be satisfied prior to an employee's departure for overseas assignment or TDY. For individuals in the process of being appointed as an FSL but already employed overseas under a contract, agreement, or other mechanism, the necessary training must be satisfied before the FSL appointment will be made effective.

The Foreign Service Institute (FSI) offers personal security courses on FSI's Web site: <http://www.state.gov/m/fsi/tc/1853.htm>. This site contains course descriptions, dates, and times. The following courses meet basic standards for personal security training:

- a. **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 (SOS) 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).

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The “Youth Security Overseas Seminar” (YSOS) (MQ-914) is available for children six to 18 years old.

- b. **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.
- c. **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.

Employees and U.S. personal services contractors serving either on assignment or extended TDY of 30 days or more to critical and high threat posts must complete mandatory personal security training targeted to these posts. This includes employees serving in Critical Priority Countries (CPCs) such as Iraq, Afghanistan, Pakistan, and Iraq. Employees must take the five-day “Foreign Affairs Counter Threat” (FACT) course (OT-610). This course provides participants with the knowledge and skills to better prepare them 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.

In addition to taking FACT training (OT-610), employees serving in Iraq are required to take a three-day orientation course, “FACT Area Studies/Language Overview – Iraq” (FT-610).

Employees should ensure they are enrolled in the appropriate training. Employees who are uncertain about what course(s) they need should contact their Human Resources Specialist in the Office of Human Resources (HR).

458.3.5.3 Country Learning Resources (Area Studies)

Effective Date: 05/30/2008

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. [Note: This information is only available on the Department of State intranet. Please contact ads@usaid.gov for assistance.]

An SF-182 form is required to apply for this training.

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458.3.5.4 Development of Executives, Managers, Supervisors, and Candidates
Effective Date: 05/30/2008

USAID must provide for initial and continuing development of individuals in executive, managerial, and supervisory positions, and candidates for these positions in the General Schedule (GS), the Senior Executive Service (SES), or equivalent pay systems (see [5 CFR 412 \(101-103\) Executive, Management, and Supervisory Development](#)). USAID development programs:

- a. Are designed as part of the Agency's strategic plan and foster a corporate perspective;
- b. Make assignments to training and development consistent with merit principles (see [5 U.S.C. 2301\(b\)\(1\) and \(2\)](#)); and
- c. Provide for:
 - Initial training as an individual makes critical career transitions to become a new supervisor, a new manager, or a new executive;
 - Continuing learning experiences, through short and long-term supervisory and leadership training, to achieve the mastery level of proficiency for the employee's current management level and position; and
 - Systematic development of candidates for advancement to a higher management level.

Supervisory and leadership/management training courses focus on human resources management policies and procedures, including training in government ethics rules and values; avoiding whistleblower retaliation; diversity awareness and equal opportunity, including policies regarding harassment.

458.3.5.5 Federal Acquisition Certification Programs: FAC-C and FAC-COTR (USAID's COTR Certification Program)
Effective Date: 06/17/2011

a. 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,

*An asterisk and yellow highlight indicates that the adjacent material is new or substantively revised.

- Foreign Service National (FSN) procurement staff, and
- Personal Services Contractors employed as procurement staff.

(See [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.)

Continuous Learning Points (CLP) Requirements—OFPP Policy Letter 05-01 requires 80 Continuous Learning Points every two years to maintain FAC-C. CLP requirements and accumulation start from the date the certification is issued.

***b. Federal Acquisition Certification for Contracting Officer's Technical Representatives (FAC-COTR) Certification Program.** (Note: The term "COTR" replaces "CTO.") The COTR fulfills the Agency's need for qualified technical managers for project management through acquisition and assistance instruments. This program complies with the Federal Procurement Policy Act which requires the Agency to prepare and train employees who are responsible for managing and measuring contract performance (see [41 U.S.C. 414 \(4\)](#) and [OFPP Letter 05-01](#)). Before OFPP established FAC-COTR requirements for contracts, USAID determined as a matter of policy to expand its COTR Certification Program to include employees who are responsible for managing grants and cooperative agreements.

*Consequently, the USAID COTR Certification Program covers both Acquisition and Assistance Management. Any manager of a contract, including a task order, or assistance instrument, designated by letter from a Contracting Officer or Agreement Officer to be a Contracting Officer's Technical Representative (COTR), must meet specific certification requirements.

*FAC-COTR certified employees of other agencies who are assigned USAID COTR duties must complete the USAID COTR courses, unless the Office of Acquisition and Assistance (M/OAA) approves an individual as a COTR on a case-by-case basis.

*[Note: OFPP is standardizing the COTR training requirements for all civilian agencies. OFPP Letter 05-01 and the FAC-COTR guidance stipulates that each agency's COTR certification must be accepted by all civilian agencies and will generally serve as the one means to demonstrate that an employee meets core education, training, and experience requirements, as appropriate, for that acquisition-related discipline. (See the Federal Acquisition Institute Web site: <http://www.fai.gov/resource/corcotr.asp> for more information on the FAC-COTR/COR Programs.) However, as a result of the unique issues related to assistance, USAID will continue to require COTRS who were certified by other agencies to complete the Assistance Management course. The on-line Phoenix Accruals training course is a prerequisite for any individual to be designated as a COTR.]

*FAC-COTR certification training programs must have a minimum of 40 hours of training, and OFPP mandates that each COTR maintain his or her skills through continuous learning (<http://inside.usaid.gov/m/hr/lsc/ctocert.html>, available only on the USAID intranet.).

*An asterisk and yellow highlight indicates that the adjacent material is new or substantively revised.

*USAID's COTR Certification Program gives equal weight to training for the COTR's responsibilities to manage grants and cooperative agreements, so an assistance-specific COTR course is part of the COTR Certification Program.

*COTR certification requirements may change over time. Any variations will be announced by USAID General Policy Notice. The key provisions of the COTR Certification Program are:

- **Mandatory Courses:** The Contracting Officer's Technical Representative (COTR) Certification Training Program consists of two Acquisition and Assistance (A&A) courses and a Web-based Phoenix Accruals on-line course. These courses are designed to provide USAID COTRs with the basic knowledge and skills they need to effectively carry out the role of an Agency COTR. The A&A courses include:
 - A&A 102: Acquisition Management for COTRs. In this five-day skills-based course, participants acquire the detailed knowledge and skills needed to effectively manage contracts and review their role and responsibilities and those of the Contracting Officer. Although this course meets the 40-hour requirement for FAC-COTR, the Agency must still obtain FAI approval that the course meets the FAC-COTR competency requirements.
 - A&A 103: Assistance Management for COTRs. In this five-day skills-based course, participants acquire the skills needed to manage grants and cooperative agreements.
- **Competency Requirements.** In order to pass COTR certification courses, participants must achieve at least an 85 percent score on the COTR competency test administered for each of the two required A&A courses and a 70 percent score on the Web-based Phoenix Accruals on-line course.
- **Time Limits for Acquiring all COTR Competencies.** Individuals must successfully complete the Web-based Phoenix Accruals on-line course before they can be designated as a COTR.
 - Any individual who is not certified yet is designated as COTR for a contract -- which includes task orders -- must successfully complete A&A 102 within six months of receiving the Contracting Officer appointment in order to comply with FAC-COTR requirements. In order to meet the Agency's COTR Certification requirements, a contract COTR must successfully complete A&A 103 within one year of the initial appointment, regardless of whether he or she is designated as a COTR for an assistance award.
 - Any individual who is not certified and is designated as COTR for

an assistance award (grant or cooperative agreements) must successfully complete A&A 103 within six months of the effective date of the designation and A&A 102 within one year of first receiving the Agreement Officer's appointment. However, if this individual is also appointed to be the COTR for a contract, then he or she must also complete A&A 102 within six months of that designation in order to meet the FAC-COTR requirements.

- **Continuous Learning Points (CLP) Requirement.** To maintain FAC-COTR, a COTR is required to earn 40 continuous learning points (CLPs) of skill currency training every two years beginning on his or her certification date. Therefore, certified COTRs must continue to take training in order to maintain their COTR status. To keep their records up to date, employees must report CLPs to the Program Manager for COTR Training in OHR/TE by providing a copy of the course certificate upon completion of training.

458.3.5.6 Ethics Training

Effective Date: 04/01/2011

The Office of General Counsel provides mandatory ethics training each year (see [5 CFR 2638.704](#)) and maintains records of all training. This training addresses the Standards of Ethical Conduct for Executive Branch employees, the Hatch Act, acceptance of travel from sources other than the United States Government, and other related subjects of interest to employees.

All covered employees must participate in one of the scheduled training sessions by December 31st of each calendar year. Covered employees include the following:

- Employees appointed by the President;
- *Employees who file an [OGE form 278](#) (or until December 31, 2011, an [SF-278](#)) [Public Financial Disclosure Report](#);
- Employees who file an OGE-450, Confidential Financial Disclosure Report;
- Personal Services Contractors (PSCs); and
- Special Government Employees (SGEs).

Ethics training is conducted in USAID/W by attorneys in the Office of General Counsel and in the Missions by the Regional Legal Advisors (RLAs). In USAID/W, General Counsel/Ethics and Administration (GC/EA) coordinates the scheduling of ethics training with the respective B/IO management staff for all covered employees in that organization.

RLAs coordinate the scheduling of ethics training with the Executive Officer for all covered employees at the Mission. All Mission employees are encouraged to participate in this training.

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More information can be found on the GC/EA's intranet site (<http://inside.usaid.gov/A/GC/EA>). [Note: This information is only available on the intranet. Please contact ads@usaid.gov if you need more information.]

458.3.5.7 Equal Employment Opportunity Training

Effective Date: 01/15/2010

The Office of Civil Rights and Diversity (OCD) provides mandatory Agency-wide diversity awareness and equal employment opportunity training. Please contact OCD staff directly for additional information.

E-learning EEO courses are available through SkillSoft, an Internet-based training company that specializes in Web-based courseware. The SkillSoft courses may be accessed through the LMS after logging on to the USAID intranet site: (<https://university.usaid.gov/>).

458.3.6 Payment for Training and Training Expenses

Effective Date: 05/30/2008

[Section 4112 of Title 5, United States Code](#), provides for agencies paying the cost of 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.

458.3.6.1 Payment for Conferences

Effective Date: 05/30/2008

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:

- 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. For conferences that are to be attended by three or more USAID employees, prior approval of the Deputy

Administrator is required. B/IOs and Missions are responsible for funding employee attendance at conferences. (For additional guidance and approval instructions, see [ADS 522, Performance of Temporary Duty Travel Abroad and In the U.S.](#) and USAID general notices.)

458.3.6.2 Tuition Assistance Program

Effective Date: 05/30/2008

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. Coursework may be conducted in a classroom or on-line. 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.

Application dates for the program are announced by separate Agency notices. 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 better.

Course requirements are as follows:

- Coursework must be pursued from a fully accredited college or university.
- Coursework must be taken for 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.
- Employees must achieve a grade of “C” or above (“B” or above” for graduate level coursework) or reimbursement policies apply.

Additional information regarding eligibility and application forms is located at: http://inside.usaid.gov/HR/university/tuition_assistance_program_tap.cfm [This information is only available on the intranet. Please contact ads@usaid.gov for additional information.]

***458.4 MANDATORY REFERENCES**

Effective Date: 04/01/2011

458.4.1 External Mandatory References

Effective Date: 05/30/2008

- a. [5 CFR 410.201, Responsibilities of the head of an agency](#)

*An asterisk and yellow highlight indicates that the adjacent material is new or substantively revised.

- b. [5 CFR 410.202, Integrating employee training and development with agency strategic plans](#)
- c. [5 CFR 410.203, Assessing organizational, occupational, and individual needs](#)
- d. [5 CFR 410.302, Responsibilities of the head of an agency](#)
- e. [5 CFR 410.303, Employee responsibilities](#)
- f. [5 CFR 410.309 \(c\), Agreements to continue in service](#)
- g. [5 CFR 410.404, Determining if a conference is a training activity](#)
- h. [5 CFR 412 \(101-103\) Executive, Management, and Supervisory Development](#)
- i. [5 CFR 551.423 \(b\)\(1\)\(2\), Time spent in training or attending a lecture, meeting or conference](#)
- j. [5 CFR 2638.704, Annual ethics training for public filers](#)
- k. [OFPP Policy Letter No. 05-01, Developing and Managing the Acquisition Workforce, issued April 15, 2005, replaced OFPP 97-01, dated 09/12/1997](#)
- l. [Office of Management and Budget, Memorandum for Chief Acquisition Officers dated November 26, 2007, The Federal Acquisition Certification for Contracting Officer Technical Representative](#)
- m. [OFPP's Acquisition Workforce \(OMB/OFPP Web site\)](#)
- n. [5 U.S.C. 57 \(5757\), Payment of expenses to obtain professional credentials](#)
- o. [5 U.S.C. 2301\(b\) \(2\) and \(7\), Merit System Principles](#)
- p. [5 U.S.C. 4108, Employee agreements, service after training](#)
- q. [5 U.S.C. 4109 \(a\) \(1\), Expenses of training](#)
- r. [5 U.S.C. 4110, Expenses of attendance at meetings](#)
- s. [5 U.S.C. 4112, Absorption of costs within funds available](#)
- t. [41 U.S.C. 414\(4\), Federal Procurement Policy Act](#)

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- u. [13 FAM 621, Overseas Security Awareness](#)
- v. [Fair Labor Standards Act \(FLSA\)](#)
- *458.4.2** **Internal Mandatory References**
Effective Date: 05/04/2012
 - a. [ADS 110, Equal Employment Opportunity](#)
 - b. [ADS 253, Training for Development](#)
 - c. [ADS 306, Interagency Agreements](#)
 - d. [ADS 418, Promotion and Internal Placement for Civil Service Employees](#)
 - e. [ADS 437, Temporary Assignment Intergovernment Personnel Act](#)
 - f. [ADS 461, Employee Evaluation Program, Foreign Service and Senior Foreign Service](#)
 - g. [ADS 462, Employee Evaluation Program, Civil Service](#)
 - h. [ADS 495, Foreign Service Nationals](#)
 - i. [ADS 625, Administrative Accounts Receivable](#)
 - *j.** [Career Development Program](#)
- 458.4.3** **Mandatory Forms**
Effective Date: 04/01/2011
 - a. [OGE Form 278, Public Financial Disclosure Report](#)
 - b. [SF-182, Request, Authorization, Agreement and Certification of Training](#)
 - c. [USAID Form 400-21, Individual Development Plan \(IDP\)](#)
- 458.5** **ADDITIONAL HELP**
Effective Date: 05/30/2008
 - a. [5 CFR 410.304, Funding of training programs](#)
 - b. [5 CFR 410.306, Selecting and Assigning Employees to Training](#)

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- c. [5 CFR 432, Performance based Reduction in Grade and Removal](#)
- d. [5 CFR 792, Federal Employees Health and Counseling Programs](#)
- e. [EEOC Notice No. 915.022: Policy Guidance on “New Age” Training Program which Conflict with Employees’ Religious Beliefs](#)
- f. [Executive Order 13111 \(12 Jan 1999\), Using Technology to Improve Training Opportunities for Federal Government Employees](#)
- g. [Executive Order 11348/12029 Providing for the further Training of Government Employees](#)
- h. [13 FAM 120, Functions of the Foreign Service Institute](#)
- i. [13 FAM 621, Mandatory Training Preparatory to Going Abroad](#)
- j. [Public Law 104-146, Restrictions on HIV/AIDS training \(Ryan White CARE Amendments of Public Health Service Act, May 20, 1996](#)
- k. [Public Law 106-58, Restrictions on Use of Training, December 8, 1999](#)
- l. [Government Employee Training Act \(GETA\), 5 USC 41](#)
- m. [Office of Personnel Management’s \(OPM’s\) Training Handbook](#)

458.6

DEFINITIONS

Effective Date: 05/30/2008

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)

To maintain a FAC-C, acquisition professionals are required to earn 80 continuous learning points of skills currency training every two years beginning in October 1, 2007.

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To maintain a FAC-COTR, a COTR is required to earn 40 continuous learning points (CLPs) of skill currency training every two years beginning on his or her certification date. 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. Appendix B of the Office of Management and Budget (OMB), "Memorandum for Chief Acquisition Officers and Senior Procurement Executives," provides guidance on earning CLPs and assigning points to various developmental activities. FAI provides additional guidance on its Web site.

distance learning

The terms *e-learning*, *distance education*, *distance learning*, *on-line 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 George P. Shultz National Foreign Affairs Training Center (NFATC) of the Department of State. (Chapter 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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