

Approved: 12-9-2022

**SUBJECT: FEDERAL EMPLOYEE TRAINING**

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1. PURPOSE. This Order establishes requirements and assigns responsibilities for Department of Energy (DOE) Federal employee training in accordance with Chapter 41 of Title 5 of the United States Code (U.S.C.) and Title 5 of the Code of Federal Regulations (CFR) § 410, *Training* and § 412, *Supervisory, Management, and Executive Development*.
2. CANCELS/SUPERSEDES. DOE O 360.1C, *Federal Employee Training*, dated 7-6-11. Cancellation of a directive does not, by itself, modify or otherwise affect any contractual or regulatory obligation to comply with the directive. Contractor Requirements Documents that have been incorporated into a contract remain in effect throughout the term of the contract unless and until the contract is modified to either eliminate requirements that are no longer applicable or substitute a new set of requirements.
3. APPLICABILITY.
  - a. Departmental Applicability.
    - (1) This Order applies to all Departmental Elements, including the National Nuclear Security Administration (NNSA).
    - (2) The Administrator of the National Nuclear Security Administration (NNSA) must assure that NNSA employees comply with their responsibilities under this directive. Nothing in this directive will be construed to interfere with the NNSA Administrator's authority under section 3212(d) of Public Law (P.L.) 106-65 to establish Administration-specific policies, unless disapproved by the Secretary.
    - (3) This Order only applies to training conferences that meet the criteria of section 4.h.(1). Employees attending a non-training conference should follow the DOE conference procedures.
  - b. DOE Contractors. This Order does not apply to Contractors.
  - c. Equivalencies/Exemptions for DOE O 360.1D. Equivalencies and exemptions to this Order are processed in accordance with DOE O 251.1, *Departmental Directives Program*, current version. Requests for exemptions to this Order must be submitted in memorandum to the Office of the Chief Human Capital Officer (HC). The memorandum must include the basis for the exemption and identify the requirement for which the exemption is sought, and request a timeframe, as applicable.

Equivalency. In accordance with the responsibilities and authorities assigned by Executive Order 12344, codified at 50 USC sections 2406 and 2511 and to ensure consistency throughout the joint Navy/DOE Naval Nuclear Propulsion Program, the Deputy Administrator for Naval Reactors (Director) will implement and oversee requirements and practices pertaining to this Directive for activities under the Director's cognizance, as deemed appropriate.

#### 4. REQUIREMENTS.

- a. General. Includes the principles, standards, and related requirements for DOE training programs, to enable Federal employees to perform their duties and employment obligations including the maintenance of information necessary and responsibilities for supervision, control, and review of these training programs, per 5 U.S.C. § 4118.
  - (1) Each Departmental Element must have procedures that establish an integrated cycle of training needs analysis and organizational training planning, needs assessment, resource allocation, design and delivery, evaluation, and reporting processes consistent with the requirements and responsibilities of this Order, 5 U.S.C. Chapter 41, and 5 CFR § 410.
    - (a) The training needs analysis should be supported by a systematic approach to training which includes an evaluation of the competencies needed to perform assigned job duties, responsibilities, and tasks. For personnel in DOE formal qualification programs such as the Technical Qualification Program (TQP), Project Management Career Development Program (PMCDP), and Acquisition Career Management Program (ACMP), the required job competencies are established as part of those programs.
    - (b) A Training Needs Assessment (TNA) must be conducted annually and target those mission critical occupational training needs that have a clear DOE mission goal. The TNA should serve as a management tool for identifying and tracking mission critical competency gaps and aid in the selection of learning and development solutions.
  - (2) The DOE Chief Learning Officer (CLO) will complete an annual training summary report on costs of travel and training conducted under their authority each fiscal year with input from the Departmental Elements.
  - (3) Training needs must be prioritized, and resources must be allocated accordingly in Departmental Element annual training plans. At a minimum, in allocating resources to support training programs, due consideration must be given to:

- (a) Training required by law, regulation, DOE Directive, Order, technical qualification, or performance-based competency standard.
  - (b) Goals specified in DOE strategic plans.
  - (c) The Departmental Element's training objectives.
  - (d) Training, development, and educational needs as determined through each Departmental Element's TNA and, if applicable, competency-based skills gap analysis and supported by performance objectives and position descriptions.
- (4) Mandatory Individual Development Plan (IDP). An IDP is a tool to assist employees in their career and personal development and facilitate a shared understanding of an employee's professional development goals. Individual development planning benefits the organization by aligning employee training and development efforts with its mission, goals, and objectives. An approved IDP does not constitute a contractual agreement or commit the organization to supporting activities identified in the IDP.
- (a) DOE supervisors must ensure all DOE employees have an IDP in place within 60 days of joining DOE, changing positions (reassignments, promotions, and/or details), or the beginning of a new performance cycle, unless one of the exemptions below applies:
    - 1 An IDP is not required when supervisors and employees jointly determine and record that an IDP would result in little or no benefit to DOE because of an employee's position, expertise, career status, performance level, retirement eligibility or personal circumstances. If an IDP is not required, employees may decline within the LMS.
    - 2 Annotating the use of mentoring, coaching, and/or knowledge transfer is encouraged, particularly for retirement-eligible personnel.
    - 3 Power Marketing Administrations may exempt wage grade employees from completing an IDP.
  - (b) IDPs should be based on job requirements and professional development, including technical qualification standards, and the competencies needed to meet those requirements.
  - (c) Political appointees and non-career and career Senior Executive Service (SES) members are excluded from creating IDPs.

- (5) Mandatory Executive Development Plan (EDP). An Executive Development Plan is a tool to outline the short-term and long-term developmental activities that will enhance an executive's performance. These activities should meet organizational needs for leadership, managerial improvement, and results. All senior executives must complete and regularly (at least annually) update an EDP.
- (a) Except for the exemptions in paragraph 3.c. of this Order, each Departmental Element must establish a program or programs for the continuing development of its senior executives in accordance with 5 U.S.C § 3396(a). Such Departmental Element programs must include preparation, implementation, and regular updating of an EDP for each senior executive.
  - (b) Supervisors must work with their subordinate executives to update EDPs.
    - 1 EDPs must include at least one developmental activity annually that enhances executive competencies and strengthens their performance.
    - 2 At least one leadership assessment involving employee feedback (e.g., 360 degree-type reviews) must be completed every three years to inform each executive's development needs.
    - 3 Non-career SES must have one leadership assessment involving employee feedback (e.g., 360 degree-type reviews) during their first two years and additional assessments every three years thereafter.
- (6) Competencies. A competency is defined by the Office of Personnel Management (OPM) as a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that are needed to successfully perform work roles or occupational functions.
- (a) Each Departmental Element should ensure employees' competencies are assessed, developed, attained, and sustained through training, rotational and developmental assignments, experience (both professional and personal), education, and/or self-development.
  - (b) The Competency Module within the DOE Learning Management System (LMS) establishes a standard process for the identification, development, and use of competencies. Supervisors and employees should use the Competency Module within the LMS to:
    - 1 Assess critical competencies.

- 2 Customize individual and career planning goals.
- 3 Target competencies and competency-based training to support career development.
- 4 Create a competency-based IDP.
- 5 Develop mission critical skills.
- 6 Address critical skill gaps.

- (c) Competency Assessment. Proficiency with a competency can be measured using the competency assessment tool within the LMS, which uses OPM's five-point rating scale to assess proficiency based on demonstrated abilities to apply a competency in different situations and/or circumstances. Behavior examples are provided for each of the proficiency levels to assist in pragmatic rating. Self-assessments and supervisory assessments can be initiated by either DOE employees or their supervisors.
- (d) Competency Development. Competency-based development focuses developmental activities on one or more competencies, especially those that have been identified as essential for a position, role, or mission.

b. Training Requests, Approvals, and Authorizations.

- (1) All training must be approved and authorized in accordance with this Order and, if available, the applicable Departmental Element's training procedures based on resources available. Each Departmental Element must ensure completion of all requests, supervisory approvals, and authorizations for training in accordance with its internal training procedures or this Order.
- (2) All training must be requested, approved, and authorized prior to the start of the training event.
- (3) When a Departmental Element does not have documented internal procedures, training participants will follow this Order.
- (4) Non-Federal personnel on Intergovernmental Personnel Act (IPA) agreements with DOE, students hired under a student employment program, and civilian employees of other Federal agencies on detail to DOE will have training approved consistent with the terms of their assignments, this Order, and, if available, the applicable Departmental Element's policy and procedures.

- (5) Employees must ensure training involving a foreign government or international organization or instrumentality of either receives appropriate State Department concurrence and is in accordance with DOE policy.
- c. Academic Degree Program (ADP). In accordance with 5 CFR § 410.308, *Training to obtain an academic degree*, an eligible employee may be selected to obtain an academic degree under conditions prescribed in 5 U.S.C. § 4107.
- (1) The Departmental Element may competitively select and assign an employee to an academic degree training program that qualifies the employee for promotion to a higher graded position, or to a position that requires an academic degree, but not education, licensing, certification, or other specific credentials required by OPM qualification standards. Refer to 5 CFR § 410.307, *Training for promotion or placement in other positions*, for further guidance.
  - (2) Any employee occupying or seeking to qualify for a non-career appointment in the SES or an appointment to any position that is excepted from the competitive service because of its confidential policy-determining, policymaking or policy-advocating character, cannot participate in the ADP.
  - (3) The Head of each Departmental Element, or their designee, must prescribe procedures and guidelines for implementation of an ADP that is in line with laws and regulations.
  - (4) DOE may pay or reimburse the costs of academic degree training from appropriated or other available funds.
    - (a) ADP selection and assignment must contribute to one or more of the following criteria identified in 5 U.S.C. § 4107(a):
      - 1 Meeting an identified agency training need;
      - 2 Resolving an identified DOE staffing problem; or
      - 3 Accomplishing goals in the strategic plan of DOE.
    - (b) An academic degree program must be part of the Departmental Element's planned, systematic, and coordinated employee development program linked to accomplishing DOE's strategic goals.
    - (c) Colleges and universities participating in an academic degree training program must be accredited by a nationally recognized body. A "nationally recognized body" is a regional, national, or international accrediting organization recognized by the U.S.

Department of Education; the listing of accrediting bodies is available through the Department's website.

- (5) The ADP is not for the sole purpose of providing an employee an opportunity to obtain an academic degree or qualify for appointment to a particular position for which the academic degree is a basic requirement.
- (6) To the greatest extent practicable, DOE will facilitate the use of online degree training in accordance with 5 U.S.C. § 4107 (b)(4).
- (7) ADPs are funded from appropriated or other available funds and, as such, should be forecasted in the organization's annual TNA, and must be included in the employee's IDP.
- (8) Departmental Elements must maintain records for employees that were selected for an ADP.
- (9) The selection for and assignment to an ADP must follow the requirements of 5 CFR § 335.103(b) (3), § 335.103(c)(1)(iii), and Subpart A of part 300.
  - (a) The Departmental Element must establish eligibility criteria that meets but not limited to:
    - 1 Permanent, full-time Federal employee.
    - 2 Not under a probationary period.
    - 3 Rated Meets Expectations (ME) (or equivalent), or higher in the most recent annual performance appraisal, with no critical element rated below ME.
  - (b) The Departmental Element must establish a selection process to ensure fairness and transparency.
  - (c) The Departmental Element must establish criteria for its ADP, and grant waivers where applicable for participants to remain in the ADP, to meet the following minimum requirements. As a minimum, the participant will:
    - 1 For an undergraduate ADP, maintain a cumulative grade point average (GPA) of no lower than 2.0, and no course grade lower than C-. For a course grade lower than C-, the participant must reimburse the Government for the tuition and any related expenses for that course.
    - 2 For a graduate ADP, maintain a cumulative GPA of no lower than 3.0, and no course grade lower than B-. For a course grade lower than B-, the participant must reimburse

the Government for the tuition and any related expenses for that course.

3 For cumulative GPAs (no lower than 2.0 for undergraduate and 3.0 for graduate), the participant must raise the cumulative GPA to that minimum. If the participant does not meet the minimum after one academic term, the participant must reimburse the Government for the tuition and any related expenses for that portion of the ADP.

4 Provide term-end grades to supervisor and ADP point of contact /Departmental Element Training Point of Contact (POC).

5 Be in good and active academic standing.

(d) In accordance with 5 U.S.C. § 4109(a)(1), 5 CFR § 610.122, and § 610.121(b)(1), DOE may allow participants to study for exams and complete course assignments or homework during the participant's scheduled duty hours for DOE-approved training as long as it will not appreciably interfere with the accomplishment of the work required to be performed. Approval authority is at the discretion of each Departmental Element and may be delegated to the supervisor.

(e) The Departmental Element must determine allowable expenses for the program.

d. Academic Courses Outside of an ADP. A Departmental Element may pay tuition and related expenses for academic courses outside of an ADP. The Departmental Element must establish internal procedures and delineate between academic courses and an ADP.

(1) Academic training is not for the sole purpose of providing an employee an opportunity to obtain an academic degree or qualify for appointment to a particular position for which the academic degree is a basic requirement.

(2) For a college course to be approved, the employee and management must justify that the course meets the definition of mission-related training as outlined in 5 CFR § 410.101.

(3) To the greatest extent practicable, DOE will facilitate the use of online training in accordance with 5 U.S.C. § 4107(b)(4).

(4) When approving academic courses outside of an ADP, supervisors must adhere to the definition of training under 5 U.S.C § 4101(4).

(5) Employees will:



- (a) Provide a course grade to supervisor and Training POC.
  - (b) For an undergraduate course, achieve a grade of no lower than C-. For a course grade lower than C-, the employee must reimburse the Government for the tuition and any related expenses for that course.
  - (c) For a graduate course, achieve a grade of no lower than B-. For a course grade lower than B-, the employee must reimburse the Government for the tuition and any related expenses for that course.
- e. Long-term and/or Extended Training. Extending longer than 120 days (960 hours), the learning activity is administrative, managerial, scientific, or technical training of a full-time or part-time nature in either a Government or non-Government facility.
  - (1) A systematic review of all long-term and extended training needs must be conducted by Departmental Elements at least annually. This review can be accomplished in conjunction with the annual survey of training needs.
  - (2) Long-term or extended training activities, programs, and participants must meet the following criteria:
    - (a) The training is a cost-effective and economical way to provide or improve needed administrative, managerial, scientific, and/or technical competencies to meet present and projected program requirements.
    - (b) The participant has a significant competency gap(s) that the training can reduce or eliminate.
    - (c) The participant meets or has the potential to meet current and future workforce needs.
  - (3) Organizational needs as related to the present and projected workforce and the individual developmental needs of employees should be considered. Sources for available programs include:
    - (a) Long-term programs coordinated by DOE.
    - (b) Long-term and extended college and university programs.
    - (c) Any other long-term and extended programs intended to add to or update the scientific, technical, managerial, or administrative skills of DOE employees.

- (4) If the period of training is 90 days or more, the participant must be covered by performance standards that reflect requirements for submission of periodic evaluations by the trainee, completion of projects, satisfactory GPAs, and other pertinent training-related items.
  - (5) Employees who have long-term or extended training assignments must document that training in their IDP.
  - (6) If the period of training is 90 days or more, the supervisor must conduct post-training evaluations, according to the performance standard, with the employee to assess the training program and the participant's satisfaction with the program. The supervisor must ensure that the training program and the final evaluation are completed in a timely manner.
- f. Continued Service Agreement (CSA) Requirements. A CSA will be signed in accordance with the requirements of 5 U.S.C. § 4108 and 5 CFR § 410.309. A CSA is used to document the employee's continued obligation of Federal service prior to starting learning activities that equal or exceed 160 training hours. The Head of each Departmental Element must prescribe standard procedures and guidelines for implementation of CSAs in accordance with this Order and other laws and regulations.
- (1) Prior to starting the training, an employee selected for training subject to the Departmental Element's CSA must sign an agreement to continue in service after the completion of the training period. The CSA must be signed by the employee, first line supervisor, and Training POC. If the employee refuses to sign a CSA, then authorization of the learning activity must be terminated.
  - (2) Calculating CSA Obligation.
    - (a) In accordance with 5 U.S.C. § 4108(a)(1), continued service after completion of training is equal to at least three times the length of the training period.
    - (b) In accordance with 5 CFR § 410.310(d), *Computing time in training*, when a participant is pursuing an academic degree through an ADP, the length of the academic degree training period is based on the academic institution's established contact hours.
    - (c) Tuition or a combined amount of tuition, travel and approved fees may be factored into the CSA calculation. The Head of the Departmental Element or designated official may extend the required obligated service period, if deemed appropriate.
      - 1 Learning activities which equal or exceed \$7,500 in tuition, or which equal or exceed \$10,000 in combined tuition and travel costs, or a lesser amount as determined by the

Departmental Element may be used to lengthen the employee's continued obligation.

- 2 The Head of Departmental Elements may use a multiplier, such as four or five times the length of the training period to calculate the CSA.
- (d) The period of obligated service starts the day after the training is completed, regardless of whether there is any type of official, or unofficial, graduation ceremony after the training is completed.
- (e) Calculating CSA obligation for an employee selected to participate in an ADP:
  - 1 A CSA must be signed whether the training occurs during duty or non-duty hours, and be based on the academic institution's established contact hours.
  - 2 The contact hours and cost will be looked at as a whole for the entire coursework in the program.
- (f) Calculating a CSA for a professional credential:
  - 1 Departmental Elements have the discretion to establish the thresholds required for a CSA for training taken by an employee to obtain or maintain professional credentials.
  - 2 The thresholds may be based on the cost for an employee to obtain and/or maintain the credential, for the time period covered by the license or credential, or a period of time less than the period of time covered by the credential.
- (g) DOE has a right to recover training costs, except pay or other compensation, at a prorated amount against the remaining portion of the CSA if the employee voluntarily separates from Federal Government service.
- (3) A CSA is not required for any of the following:
  - (a) A single work assignment that is separate from a formal training program or an assignment for which only one of the objectives is to develop or assess employee competency levels;
  - (b) Coaching, mentoring, or on-the-job training, or similar learning activity;

- (c) Training provided by manufacturers, suppliers, or contractors for the purpose of equipment or operating systems installation, use, or maintenance; or
- (d) Training performed under a performance assistance or improvement plan.

f. CSA Management.

- (1) A signed CSA must be uploaded to the DOE LMS to record and monitor the completion of the service obligation.
- (2) An employee who fails to fulfill the terms of a CSA is required to reimburse DOE under 5 USC § 4108. Reimbursement will be calculated on the prorated percentage of the obligation not completed.
- (3) Waiver of CSA Requirements. If it is shown that recovery would be against equity and good conscience or against the public interest, then a waiver may be considered.
  - (a) The Head of the Departmental Element or their designated official may release the CSA in whole or in part.
  - (b) A release from the CSA may be granted if the employee resigned due to personal illness, illness of a family member, or the inability to make the required payment because of severe financial hardship.
  - (c) A release from the CSA may be granted in the event that an employee transfers to another Federal agency where the basis of the training would still aid in moving that agency's mission forward.
  - (d) A release from the CSA may be granted if the employee separates from the Government during their probationary period of employment. Examples include but not limited to nuclear material courier, and security and force protection employees.
  - (e) Waivers must be uploaded and maintained in the LMS.
- (4) Transfer of an employee subject to a CSA within DOE from one Departmental Element to another:
  - (a) Where training has been completed, the gaining Departmental Element must accept the CSA and the employee must continue in the service of the new Departmental Element or they will be subject to repayment of the obligation.

- (b) Where training has not been completed, the gaining Departmental Element may choose whether to fund any remaining activities covered by the CSA. If the Departmental Element chooses not to continue funding remaining activities, the CSA period of obligation will be recalculated using the actual costs and time of completed activities and the CSA re-accomplished.
- (5) Transfer of an employee subject to a CSA to another Federal agency:
  - (a) Where the required service obligation has not been completed, the Departmental Element must notify the gaining Federal agency that the employee is subject to a CSA.
  - (b) The DOE Departmental Element must secure the gaining agency's acceptance of the CSA in order for the separation to not invoke repayment obligation. Acceptance of the CSA is at the gaining agency's discretion.
- (6) Before an employee from another agency, who is subject to a CSA, is transferred to DOE, the Departmental Training Office and the DOE Hiring Official must review and determine whether to accept the incoming CSA. The Departmental Element's acceptance or rejection of the incoming employee's CSA obligation will be at the discretion of the Head of the Departmental Element or designated official in consultation with the DOE Hiring Official.
  - (a) For any additional costs the Departmental Element may need to pay to complete the learning activity covered by the CSA once the applicant is a DOE employee (e.g., travel or additional material), a new CSA and service obligation will be calculated based on the losing agency's identified remaining obligation and the obligation determined for the additional expenses based on this Order and the Departmental Element's CSA policy. This new CSA must be signed and approved by all applicable parties prior to the Departmental Element obligating any additional funds for this learning activity.
  - (b) If the CSA is not signed and approved, the Departmental Element's funding of the remaining expenses will not be authorized.
  - (c) The Departmental Training POC must ensure the CSA is documented in the LMS.
- (7) Involuntary Separations. If an employee is involuntarily separated from the Federal Government, then the employee no longer is required to reimburse DOE.

- (8) CSA Records. The CSA is one of the mandatory Government-wide training data elements defined in OPM's *Guide to Human Resources Reporting*. As a result of Enterprise Human Resources Integration (EHRI) data requirements, DOE must capture whether a CSA is required on the Standard Form 182 (SF-182) and input this information along with the other mandatory Government-wide training data elements in the DOE LMS for reporting purposes.
- g. Training Conferences. Departmental Elements may use allocated training dollars to sponsor an employee's attendance when the conference is deemed as a training or developmental activity.
  - (1) A Training Conference is a conference that has:
    - (a) An announced purpose of the conference that is educational or instructional;
    - (b) More than half of the time scheduled for a planned, organized exchange of information between presenters and audience which meet the definition of training per Title 5 U.S.C. § 4101;
    - (c) Content of the conference that is germane to improving individual and/or organizational performance; and
    - (d) Developmental benefits will be derived through the employee's attendance.
  - (2) Supervisors and other approvers of the training request must review the training conference's agenda, session descriptions, and additional information as appropriate to ensure that it complies with 5 CFR § 410.404.
    - (a) Training conference requests and approval follow the same approval procedures as referenced in 4.b., Training Requests, Approvals, and Authorizations.
    - (b) Training dollars may not be obligated to pay for conference fees if the DOE employee attends a conference as an exhibitor or to participate as a speaker or panelist.
  - (3) When necessary the CLO may make a final determination if a training conference's agenda, session descriptions, and additional information complies with 5 CFR § 410.404.
- h. Training for Political Appointees.
  - (1) Categories of political appointments and training approval authorities are:

- (a) Presidential appointments with Senate confirmation (PAS): These positions require a congressional hearing and a confirmation vote of the full Senate under the Appointments Clause of the United States Constitution. Approving Authority is S-1 (Secretary).
  - (b) Presidential appointments without Senate confirmation (PA): These appointments do not require a Senate hearing or vote. Approving Authority is S-1.
  - (c) Non-career Senior Executive Service (NC SES): The NC SES are typically the level directly below the presidential appointees. Approving Authority is S-1 or Assistant Secretary or equivalent political Head of Departmental Element.
  - (d) Schedule C appointments: Schedule C appointees serve in confidential or policy-determining roles immediately subordinate to PAS and NC SES. Approving Authority is S-1 or Assistant Secretary or equivalent political Head of Departmental Element.
- (2) The Secretary must approve paid training for PAS and PA employees. In accordance with 5 CFR § 410.302(b)(1), *Training of Presidential appointees*, OPM delegates to the head of each agency authority to authorize training for officials appointed by the President. In exercising this authority, the head of an agency must ensure that the training is in compliance with Chapter 41 of Title 5, U.S.C., and with 5 CFR Part 410. This authority may not be delegated to a subordinate.
  - (3) Schedule C and NC SES employees are covered by the same rules as other Federal employees.
  - (4) NC SES members adhere to DOE policies and Executive Order 13714, *Strengthening the Senior Executive Service*, subject to statutory and regulatory rules.
  - (5) Requirements to be current in Federally mandated training are determined by the business owner for the mandatory training course. At a minimum, cybersecurity, records management, DOE ethics & Federal Hatch Act, and privacy awareness courses are initial and recurring mandatory training requirements.
  - (6) Political appointees are not eligible:
    - (a) To participate in academic degree programs (5 U.S.C. § 4107(b)(3)).
    - (b) For DOE payment of any expenses for obtaining professional credentials.

- i. Mandatory Supervisory Training. In accordance with OPM guidance and 5 U.S.C. § 4121 and 5 CFR § 412.202, the agency must provide training on employee matters to supervisors and managers.
  - (1) All probationary supervisors must complete supervisory-specific coursework within their first year of appointment to a supervisory position. This coursework will be provided by the agency and offers guidance on appropriate actions, options and strategies to:
    - (a) Mentor employees.
    - (b) Improve employees' performance and productivity.
    - (c) Conduct employee performance appraisals in accordance with DOE appraisal systems.
    - (d) Identify and assist employees with unacceptable performance.
  - (2) All non-probationary supervisors (generally supervisors with more than one year of experience and having met the initial supervisory training requirement) must complete additional supervisory training. The additional training will provide up-to-date, relevant information for supervisors to be aware of changes to requirements, and to strengthen their knowledge on topics learned in initial training.
  - (3) All supervisors must complete a developmental activity in a topic related to a supervisory competency each fiscal year. This training will assist supervisors in maintaining current knowledge and understanding of policies and practices that influence their supervisory duties and responsibilities.
- j. Cancellation of Training. The timely notification of training cancellations or changes is a shared responsibility. To the extent feasible, the CLO commits to 14 calendar days advance notice of training cancellations to employees registered for all corporate training programs, such as Professional Skills training, Leadership Development training, etc. Departmental Elements and employees are encouraged to exercise the same practice of allowing at least 14 calendar days advance notice to cancel or change a scheduled training event.
  - (1) Exceptions to providing advance notice are:
    - (a) Insufficient number of participants, the unavailability of the instructor, or inclement weather.
    - (b) Personal emergency that will preclude the employee from attending.



- (c) Notification from the vendor of the cancellation of a scheduled class, which may or may not follow their established cancellation policy.
  - (2) In the cases above, the employee will notify their supervisor, Training POC, and/or training request processor as early as possible. In the event of a vendor-cancelled course, the employee should forward any written notification of cancellation received from the vendor to their training request processor in order to expedite refund procedures.
- k. Training Completion and Evaluation. Participants must adhere to the following requirements to receive credit for completed training:
  - (1) Attendance must meet the learning event sponsor's attendance requirement.
  - (2) Upon completion of a learning event, including college credit courses, participants must provide a copy of their passing grade notification and/or other evidence of satisfactory completion of training to their supervisor, training approval official, or Training POC to record the completion in the LMS.
  - (3) Participants must complete the Level One training evaluation in the LMS at the end of all Federally-funded, instructor-led training.
  - (4) Employees who fail to start, withdraw from, or do not complete training assignment requirements must reimburse the Departmental Element that paid for the training for any tuition and/or other training-related costs incurred, unless completion requirements are waived by the Head of Departmental Element or their designated official.
  - (5) To evaluate the results of long-term and extended training, for periods greater than 120 days, the employee will complete written evaluations on a quarterly or semester basis, as directed by the performance standard. The evaluation provides information on progress in meeting the training objectives and the training facility's effectiveness in training delivery.
- l. Payment of Training Expenses. Payment of costs related to training is discretionary. When determined to be appropriate by training approval officials or Training POC, training is paid in accordance with 5 U.S.C. § 4109, this Order, and, if applicable, the Departmental Element's processes and procedures.
  - (1) DOE is prohibited from obligating funds or making payments for activities specifically prohibited by the provisions of appropriations acts, including the general provisions of the Government-wide appropriations bill, which contains specific prohibitions on training activities. While the General Provisions of Federal appropriations acts create restrictions on DOE

training, as detailed in this Order, they do not prohibit, restrict, or otherwise preclude DOE from conducting training bearing directly upon the performance of official duties. Based on the General Provisions and OPM guidance, none of the funds made available in annual Appropriation Acts or any other Act may be obligated or expended for any employee training that:

- (a) Does not meet identified needs for knowledge, skills, and abilities bearing directly upon the performance of official duties.
  - 1 Training must relate to an employee's job duties, which includes temporary assignments, and improves individual and organizational performance, assists in achieving DOE's mission and performance goals, and complies with the laws and regulations and budget availability.
  - 2 OPM allows DOE to provide retirement and employee benefits training per 5 U.S.C. § 8350 and OPM's guidance on Retirement Financial Education Plans.
- (b) Contains elements likely to induce high levels of emotional response or psychological stress in some participants.
  - 1 Departmental Elements should carefully review and be sensitive to training content and training methods. Training must not induce unnecessary psychological stress in participants.
  - 2 Departmental Elements should identify and document exemptions to this section of the provision. Per OPM guidance, some allowable training programs might, of necessity, have the potential for inducing psychological stress and yet be performance-related and in the Government's interest. An example would be training that simulates stress already present in the employee's work environment, including but not limited to: nuclear material courier; law enforcement; intelligence; emergency management; and security and force protection training.
- (c) Does not require prior employee notification of the content and methods to be used in the training and written end of course evaluation. For DOE-sponsored training activities, the following must occur:
  - 1 Employees must be notified, in advance, of the purpose of the training, about the content to be expected in the training, and of the methods to be used in the training.

- 2 End-of-course evaluations must be used to assess participant reaction to the training, vendor and instructor performance, and to assess the effectiveness of any participatory learning techniques.
  - (d) Contains any methods or content associated with religious or quasi-religious belief systems or "new age" belief systems as defined in Equal Employment Opportunity Commission Notice N-915.022, dated September 2, 1988.
    - 1 This notice provides guidance in handling situations where an employee objects to participating in a training program because the content, techniques, or exercises used conflict with the employee's religious beliefs.
    - 2 Departmental Elements should have procedures for handling employees' requests for religious accommodation regarding training.
  - (e) Is offensive to, or designed to, change participants' personal values or lifestyle outside the workplace.
- (2) This section of the provision does not affect training in Government ethics and codes of conduct expected of Federal employees since they relate directly to the performance of official duties.
- (3) Non-technical training is appropriate when it addresses:
  - (a) Interpersonal skills that Federal employees need to provide services to, work with, and manage employees both like and unlike themselves;
  - (b) Behavior that Federal employees are expected to exhibit or may encounter in the workplace;
  - (c) Workplace health and safety issues, security matters, and other subjects that bear directly on individual or organizational performance; and
  - (d) Retirement and employee benefits matters.
- (4) Departmental Elements that initiated or procured approved training may permit employees from other Departmental Elements to attend the training to fill the paid seats. The Departmental Element may charge the other Departmental Elements for attendance at the training. Approval for the attendance of employees from other Departmental Elements must adhere to requirements outlined in this Order and budget availability.

- (5) Payment for training not properly approved and processed in the LMS before the start of an event is prohibited. Employees may be financially liable for training not properly approved, such as, instances where an employee self-registers for training directly with the vendor.
  - (6) Departmental Elements must establish an internal process for the timely determination and reporting of debts for employee violations of training policy, laws, and regulations. The employee and the financial management organization will be notified of the existence of Federal employee debt by the Training POC. DOE will initiate the Federal employee debt collection process in accordance with DOE O 533.1, which contains due process requirements, including the granting of debt waivers.
- m. Payment of Expenses for Professional Credentials. In accordance with 5 U.S.C. § 5757, DOE has authority to use appropriated funds or other funds available to pay for expenses for professional credentials. Covered professional credentials are those that are considered to further DOE interests or are directly related to an employee's current position.
- (1) Professional credentials are professional accreditations, state-imposed and professional licenses, and professional certifications from reputable and recognized organizations. Examinations may be required for employees to obtain such credentials.
  - (2) Departmental Elements are authorized to pay fees for obtaining and maintaining professional credentials (including renewal fees and processing fees), fees to take an examination or series of examinations, and, in limited instances, travel expenses and membership fees provided funds are available and the Departmental Element has determined them allowable.
    - (a) The training expense authority (5 U.S.C. § 4109) is used when there is a course involved, including examination fee(s). If no course is involved, then associated expenses such as travel expenses or examination fees are covered under the professional credential authority (5 U.S.C. § 5757).
    - (b) Departmental Elements may request exam scores for professional credential exams. Repercussions, administrative or financial, may occur for failed exams.
  - (3) In accordance with 5 U.S.C. § 4109(b), the expenses of training do not include membership fees except to the extent that the fee is a necessary cost directly related to the training itself or that payment of the fee is a condition precedent to undergoing the training.
  - (4) Membership may not be purchased for an individual employee where the membership is of primary benefit to the employee. If DOE determines

that such membership is necessary to carry out its statutory functions then it may be purchased for DOE.

- (5) In accordance with 5 U.S.C § 5757, payments for professional credentials may not be exercised 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.
  - (6) In accordance with 5 CFR § 410.307, *Training for promotion or placement in other positions*, DOE may not provide funding for education, licensing, certification, or other specific credentials that are required by OPM qualification standards that will qualify an employee for another position, including at a higher grade, at an accelerated rate.
- n. Procuring Training Services. The intent of the SF-182 is to approve and record completion of employee training and not for use as a procurement document; however, it may be used as a training procurement option. DOE allows the use of the SF-182 to procure training services by non-1102 (non-Acquisition/Contracting series) employees. A properly delegated and trained non-1102 may sign an SF-182 as the Authorizing Official in order to purchase training.
- o. Bona Fide Need for Training. 31 U.S.C. § 1502(a) prohibits DOE from obligating funds that are appropriated for the needs of a time-limited period to meet the needs of subsequent time periods unless the obligation is authorized by more specific statutory authority. Departmental Elements must develop procedures to make determinations on the bona fide need for training. Departmental Elements should contact the Office of the General Counsel, General Law Division with any questions regarding the application of the bona fide needs rule. Generally, Departmental Elements may use current fiscal year's funds to pay for training in the next fiscal year, when:
  - (1) The training meets a bona fide need of the current fiscal year;
  - (2) Scheduling of the training is beyond DOE's control; and
  - (3) The time between procurement and performance is not excessive.
- p. DOE Employee Training Records. The DOE LMS is a system of record and the official training administration and recordkeeping system.
  - (1) All training records, including IDPs/EDPs, must be initiated, receive supervisory approval, and be recorded in the LMS.
  - (2) For each instance of training, the following information must be maintained and be accessible to employees, training approval officials, Training POC, and LMS administrators:

- (a) Employee's name and identification number;
- (b) Approving official name(s) and certification(s);
- (c) Objective(s);
- (d) Training event title, source/vendor, location, and start and end dates;
- (e) Cost;
- (f) Duty and non-duty training hours; and
- (g) Evaluation/completion documentation.

This information is included in the mandatory EHRI reporting requirements for DOE training data.

- (3) An employee's training record must be available to the employee upon reassignment, transfer, or separation. An employee must be able to access a complete copy of their official training record while employed by DOE.
- (4) Training records associated with a Departmental Element's Technical Qualifications Program must be maintained in accordance with DOE O 426.1, *Department of Energy Federal Technical Capabilities*.
- (5) CSAs and memoranda requiring repayment of training costs incurred due to unsuccessful completion of training must be maintained in the LMS and remain a part of the DOE payroll service provider's records until repaid, unless waived.
- (6) Records related to training must adhere to maintenance and disposition policies in accordance with OPM guidance and the National Archives and Records Administration's (NARA) General Schedules of Records Management found on NARA's website.

## 5. RESPONSIBILITIES.

### a. The Secretary (S-1).

- (1) Approve training requests for the Deputy Secretary, the Under Secretaries, and Presidential appointees in accordance with 5 CFR §410.302 (b)(1).
- (2) Concur in training assignments involving the White House, the Office of Management and Budget, or the U.S. Congress prior to the beginning date of the training. A memorandum requesting concurrence must be sent to the Secretary from the Head of the Departmental Element with a copy of the approved and authorized training request as an attachment.

- (3) Approve the following:
  - (a) Training agreements governing multi-agency workforce development programs (three or more participating agencies).
  - (b) Research designed to improve DOE-wide training programs.
- b. Chief Human Capital Officer (CHCO). Responsible for strategically aligning DOE's workforce to its missions through effective management of human capital policies and programs.
  - (1) Improve employee and organizational performance by establishing, operating, maintaining, and evaluating training programs.
  - (2) Provide for adequate administrative control. On a periodic basis, HC may request information on the use and effectiveness of learning and development programs.
  - (3) Integrate training programs with other employee management and operating activities to the maximum extent possible.
  - (4) Ensure the establishment of supervisory development training and completions of probationary period requirements.
- c. Chief Learning Officer (CLO).
  - (1) Ensure that DOE's employees possess the breadth of skills and competencies to accomplish the mission.
  - (2) Manage the DOE LMS.
  - (3) Issue DOE training policy and ensures local implementation procedures put in place by Departmental Elements are consistent with requirements herein, such as knowledge of LMS job aids and policy memoranda.
  - (4) Ensure the Departmental Elements assign Federal employees to approve training and that training approval authority is at the lowest appropriate level.
  - (5) Establish accountability measures to ensure Departmental Elements' compliance with this Order.
  - (6) Develop and execute supervisory training programs to support new, first-year supervisors and strengthen leadership across the Department.
- d. Administrator, NNSA. Ensure that NNSA employees comply with their responsibilities under this Order. The NNSA Administrator is responsible for

developing NNSA's talent, leadership, employee training, career development, and succession planning policies and programs.

- e. Heads of Departmental Elements. Responsible for establishing, operating, maintaining, evaluating, and modifying internal training programs, per 5 U.S.C. § 4103(a)(2).
- (1) Implement procedures consistent with DOE training policy and requirements.
  - (2) Identify and prioritize critical training needs; conduct an annual TNA.
  - (3) Provide resources for planning, assessing, and reporting on training consistent with DOE strategic planning, budget, succession planning, and training administration processes.
  - (4) Encourage managers and supervisors to hold meaningful discussions with their employees to complete IDPs/EDPs as required by this Order.
  - (5) Prescribe internal procedures and guidelines for IDPs for new and current employees.
  - (6) Submit training information to the HC annually and/or upon request.
  - (7) Establish a comprehensive management succession program to provide training to employees to develop as managers, as well as a program to provide training to managers.
  - (8) Ensure that mandatory training requirements for employees, managers, and supervisors are satisfied.
  - (9) Designate training approval officials.
  - (10) Provide subject matter experts to support DOE-wide training and development needs, such as management and supervisory development.
  - (11) Establish internal procedures for reviewing long-term and extended training, academic degree training, and Departmental-Element-sponsored training programs and events.
  - (12) Prescribe internal procedures and guidelines for implementation of CSAs.
  - (13) Request concurrence from the Secretary in training assignments involving the White House, the Office of Management and Budget, or the U.S. Congress.



f. Departmental Element Training Points of Contact.

- (1) Work with HC and Departmental Element managers to ensure that organizational learning and development needs are met.
- (2) Ensure local training policies, procedures, and agreements are established and adhere to applicable laws, regulations, and this Order, as needed.
- (3) Ensure timely approval, authorization, and/or concurrence of training requests.
- (4) Track CSA requirements and completions in accordance with paragraph 4.f. and 4.g. of this Order.
- (5) Provide accommodations for participants with disabilities upon advance notice provided by the employee.
- (6) Ensure the timely determination and notification of debt resulting from failure to adhere to requirements of this Order (i.e., course completion, CSA and ADP) to the employee and appropriate DOE finance office, and manage waivers granted.

g. Managers and Supervisors.

- (1) Ensure that training complies with applicable laws, regulations, policies, this Order, and provisions of workforce training agreements, and is consistent with merit system principles set forth in 5 U.S.C. § 2301(b), paragraphs (2) and (7).
- (2) Emphasize and approve training that is mission oriented, appropriate, and cost effective.
- (3) Ensure training expenses comply with 5 CFR § 410.401. Confirm availability of training funds, and travel-for-training funds if applicable, prior to approving training requests.
- (4) Approve/deny training requests in a timely manner.
- (5) Participate in TNAs to identify training opportunities for themselves and their employees.
- (6) Ensure employees have IDPs in place within established timelines.
- (7) Participate in the development, approval, and maintenance of IDPs for themselves and their employees, including competency assessments.

- (8) Support employee development through job details, training, and other means.
- (9) Nominate employees for long-term and extended training opportunities, where applicable.
- (10) Review and maintain accurate training records and document completion requirements and competencies related to training, using the LMS.
- (11) Ensure the timely determination and notification of debt resulting from failure to adhere to requirements of this order (i.e., course completion, CSA and ADP) to the employee and appropriate DOE finance office.
- (12) Support the debt collection process, as necessary.
- (13) Identify on their IDP all learning activities tied to the supervisory training program.
- (14) Complete all mandatory supervisory training program requirements.

h. Employees.

- (1) Assume responsibility to collaborate with their supervisors in planning for their continued professional development, including the need for specific accommodations in advance of learning activities.
- (2) Prepare and maintain their IDPs/EDPs, except where an IDP is not required.
- (3) Request training in accordance with DOE policy and Departmental Element's procedures. Employees may be personally and financially liable for training not properly approved prior to start of class and processed in the LMS.
- (4) If warranted, provide supporting documentation for approved training and related expenses.
- (5) Attend, complete, and evaluate (as applicable) required/assigned training. Employees may be financially liable for not completing training or not attending training due to personal reasons.
- (6) Comply with CSA requirements, and notify supervisor of a CSA obligation when planning a departure from DOE.

6. INVOKED STANDARDS. This Order does not invoke any DOE technical standards or industry standards as required methods. Any technical standard or industry standard

that is mentioned in or referenced by this Order is not invoked by this Order. Note: DOE O 251.1D, Appendix J provides a definition for “invoked technical standard.”

7. REFERENCES.

- a. Public Law 115-31, *Consolidated Appropriations Act, 2017*, Division E, Title VII, *General Provisions – Government-wide* and successor Appropriations Acts
- b. 5 U.S.C. Chapter 41, Training
- c. 5 U.S.C. § 2301, Merit System Principles
- d. 5 U.S.C. § 4108, Employee Agreements; Service After Training
- e. 5 U.S.C. § 5757, Payment of Expenses to Obtain Professional Credentials
- f. 5 U.S.C. § 8350, Retirement Counseling
- g. 31 U.S.C. § 1502(a), Balances Available
- h. 42 U.S.C. § 4742, Admission to Federal Employee Training Programs
- i. 50 U.S.C. Chapter 41, National Nuclear Security Administration
- j. 50 U.S.C. Chapter 42, Atomic Energy Defense Provisions
- k. 5 CFR § 300, Employment (General)
- l. 5 CFR § 335, Promotion and Internal Placement
- m. 5 CFR § 410, Training
- n. 5 CFR § 412, Supervisory, Managerial, and Executive Development
- o. 5 CFR § 610, Hours of Duty
- p. Executive Order (EO) 11478, Equal employment opportunity in the Federal Government, 8-8-69 Federal Government provisions on equal opportunity in training programs
- q. EO 13714, Strengthening the Senior Executive Service
- r. OPM Benefits Administration Letter Number 07-102, *Retirement Financial Education Plans*, dated 4-23-07
- s. OPM *Guide to Human Resources Reporting*, Update 4-3, dated 8-19

- t. OPM Guidance on Training Restrictions Contained in Public Law 105-277, dated 12-7-98
- u. DOE O 426.1, *Department of Energy Federal Technical Capabilities*, current version
- v. DOE O 533.1, *Collection from Current and Former Employees for Indebtedness to the United States*, current version
- w. DOE O 550.1, *Official Travel*, current version
- x. DOE OCFO Guidelines for Processing Conference and Registration Fees, dated 11-30-12

8. DEFINITIONS.

- a. Academic Degree Program. Defined as a post-secondary education including an associate's, a bachelor's, a master's, or a doctoral/post-doctoral degree, or a specialist degree resulting in a distinct education (e.g., not a certificate program). Institutions granting these types of degrees must meet standards and accreditation criteria from an entity recognized by the U.S. Department of Education. Courses may be classroom-based, web-based, or hybrid.
- b. Competency. Defined by OPM as a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that are needed to perform work roles or occupational functions successfully.
- c. Competency Assessment. Proficiency with a competency can be measured using the competency assessment tool in the LMS, which uses OPM's five-point rating scale to assess proficiency based on demonstrated abilities to apply a competency in different situations and/or circumstances. Behavior examples are provided for each of the proficiency levels to assist in pragmatic rating. Self-assessments and supervisory assessments can be initiated by DOE employees and/or their supervisors.
- d. Competency Development. Competency-based development focuses learning activities on one or more competencies, especially those that have been identified as essential for a position, role, or mission.
- e. Contact Hours. The number of established course hours assigned to a course or courses multiplied by the number of weeks in a term multiplied by the number of terms required to complete the degree, or as assigned by the vendor.
- f. Continued Service Agreement (CSA). An agreement an employee makes to continue to work for the Government for a pre-established length of time in exchange for Government-sponsored training or education, in accordance with Title 5 U.S.C. § 4108, and 5 CFR § 410.

- g. Departmental Element. A first tier organization at Headquarters or in the Field. First tier at Headquarters is the Secretary, Deputy Secretary, Under Secretary, and Secretarial Officers (Assistant Secretaries and Staff Office Directors). First tier in the Field is Managers of Operations Offices and Field Offices, and the Administrators of the Power Marketing Administrations. Headquarters and field elements are described as follows: (1) Headquarters elements are DOE organizations located in the Washington Metropolitan Area; and (2) field elements is a general term for all DOE sites (excluding individual duty stations) located outside of the Washington Metropolitan Area.
- h. Enterprise Human Resources Integration (EHRI). OPM-managed data elements, comprising the Government's premier source for integrated Federal workforce information.
- i. Executive Development Plan (EDP). A tool to outline the short-term and long-term developmental activities that will enhance an executive's performance. These activities should meet organizational needs for Leadership, Managerial Improvement, and Results.
- j. Extended Training. See Long-Term and/or Extended Training.
- k. Individual Development Plan (IDP). A tool to assist employees with their career and personal development. An IDP's primary purpose is to help employees reach short- and long-term career goals, as well as improve current job performance. An IDP is not a performance evaluation tool or a one-time activity.
- l. Learning Management System (LMS). A system of record, the LMS is an official training administration and recordkeeping system. The management system functions as DOE's centralized platform for administration, documentation, tracking, reporting, automation and delivery of educational courses, training, and learning and development programs and services.
- m. Level One. An evaluation designed to measure a participant's reaction to the learning activity. Participants must complete a Level One training evaluation in the LMS at the end of all Federally-funded, instructor-led training.
- n. Long-term and/or Extended Training. Administrative, managerial, scientific, or technical training of a full-time or part-time nature extending longer than 120 days (960 hours). The training may be held in either a Government or non-Government facility.
- o. Non-probationary Supervisor. Personnel having more than one year of supervisory experience and successfully meeting the initial supervisory training requirement.

- p. Probationary Supervisor. Personnel in an initial appointment to a supervisory position and obligated to complete initial training requirements.
- q. Professional Credentials. Earned and awarded by an academic institution or recognized professional organization to verify an employee's professional qualifications and competence. It is documentation that improves an employee's job performance, and provides tangible evidence of knowledge.
- r. Standard Form 182 (SF-182). The *Authorization, Agreement and Certification of Training* form. The SF-182 document includes trainee information, training course data, costs and billing information, vendor information, and approvals and concurrences. A training request completed within the LMS generates the SF-182 and includes the mandatory EHRI data elements.
- s. Training. In accordance with Section 4101 of Title 5 U.S.C., training describes the process of providing for and making available to an employee, and placing or enrolling the employee in, a planned, prepared, and coordinated program, course, curriculum, subject, systems, or routine of instruction or education, in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields which will improve individual and organizational performance and assist in achieving the agency's mission and performance goals. Training is typically skills-focused and may include learning activities/events that provide developmental, educational, or learning intervention opportunities for employees.
- t. Training Approval Official. All personnel designated to lead efforts to review and authorize training requests from within their organizations. Duties include reviewing training information, ensuring training aligns with employee's job requirements or IDP, ensuring funding is available, authorizing training requests, and acting as liaison between their organizations and management.
- u. Training Needs Analysis. The process used to evaluate a group of competencies specific to a particular job or function and identify the set of competencies that should be addressed through a formal learning activity. The group of competencies including the supporting knowledge and tasks typically are identified through a formal analysis of the task, job, or function.
- v. Training Needs Assessment (TNA). A systematic process used by organizations to assess and prioritize all the formal training identified through the Training Needs Analysis and allocate resources to address the highest priority training needs. The TNA data collection process is automated within the LMS. Data from IDPs is consolidated, becoming source data for the Departmental Element's TNA report.
- w. Training Point of Contact (POC). An employee designated to assist the Departmental Element's establishment, operation, and maintenance of internal training programs. A Training Point of Contact works with HC and

Departmental Element managers to ensure that organizational learning and development needs are met.

- x. Training Program. Organized set of development activities resulting from a comprehensive needs assessment and directed toward the measurable improvement of individual results while also contributing to achievement of the DOE's mission and performance goals.
- y. Training Record. Employee training record includes all the mandatory data elements required by OPM, typically by completion of the SF-182. Training records are maintained within the LMS.

9. ACRONYMS.

ADP	Academic Degree Program
CFR	Code of Federal Regulations
CHCO	Chief Human Capital Officer
CLO	Chief Learning Officer
CSA	Continued Service Agreement
DOE	Department of Energy
EDP	Executive Development Plan
EEO	Equal Employment Opportunity
EHRI	Enterprise Human Resources Integration
GPA	Grade Point Average
HC	Office of the Chief Human Capital Officer
IDP	Individual Development Plan
IPA	Intergovernmental Personnel Act
LMS	Learning Management System
OCFO	Office of the Chief Financial Officer
OPM	Office of Personnel Management
NARA	National Archives and Records Administration
S-1	Secretary

SAT            Systematic Approach to Training

TNA           Training Needs Assessment

U.S.C.        United States Code

10.    CONTACT. Questions concerning this Order may be referred to the Office of the Chief Human Capital Officer or the Chief Learning Officer.

BY ORDER OF THE SECRETARY OF ENERGY:



DAVID M. TURK  
Deputy Secretary