ADS Chapter 458

Training and Career/Professional Development

Functional Series 400 – Human Resources
ADS 458 – Training and Career/Professional Development
POC for ADS 458: See ADS 501maa, ADS Chapters and Point of Contact List

Table of Contents

ADS 458 – Training and Career/Professional Development

458.1   OVERVIEW
             Effective Date: 09/04/2024

This chapter establishes the policy directives and required procedures for USAID's training and career/professional development programs. The programs covered by this chapter include those sponsored by the Office of Human Capital and Talent Management, Center for Professional Development (HCTM/CPD), as well as specific training programs sponsored by other Agency Bureaus and Independent Offices (B/IOs). The overall authority for agencies to establish and conduct training programs are **5 CFR 410.301** and **5 U.S.C. 4103**.

Policies for training sponsored by the Department of State (State) are found in **13 FAM, Training and Professional Development**. Training related to the Foreign Language Program is located exclusively in **ADS 438, Foreign Language Program**. The Agency's Long-Term Training Program at the Department of Defense (DOD) Institutions is covered by **ADS 457, Long-Term Training (LTT) at Department of Defense (DOD) Institutions and Training Facilities**.

The training and career/professional development programs covered in this chapter are for United States Direct Hire (USDH), Civil Service (CS), Civil Service Limited (CSL) and Foreign Service (FS) employees, including Foreign Service Limited (FSL) employees. For information on USAID's Foreign Service Career Candidate Program and its training/learning requirements, please see **ADS 459, USAID's Foreign Service Career Candidate Program**.

458.2   PRIMARY RESPONSIBILITIES
             Effective Date: 09/04/2024

a.   The **Office of Human Capital and Talent Management, Chief Human Capital Officer (HCTM/CHCO)** is responsible 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 **Bureau Assistant Administrator (AA)** and **Independent Office Director,** or designee**,** are responsible for:

1. Implementing Agency policy, with respect to the training and development of employees;

2. Approving any mandatory courses for their organizations; and

3. Ensuring the courses are entered into the Agency's Learning Management System (LMS).

c.   The **Office of Civil Rights (OCR)** is responsible for:

1. Establishing Agency policies on equal employment opportunity (EEO);

2. Enforcing related laws, Executive Orders, and regulations;

3. Determining Agency-wide mandatory EEO training, including pursuant to the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002, (**No FEAR Act**), as amended; and

4. Addressing any requests for reasonable accommodation.

d. The **Office of the Administrator, Immediate Office, Office of the Chief Diversity, Equity, Inclusion, and Accessibility Officer (A/AID/DEIA)** is responsible for:

1. Determining Agency-wide mandatory training that fosters respectful, inclusive, equitable, and safe environments and the implementation of DEIA principles in our people, policies, processes, partnerships, and programs;

2. Reviewing and ensuring all Agency-wide trainings are reviewed with a DEIA focus; and

3. Implementing and evaluating DEIA policies, procedures, and processes.

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

f. The **Bureau for Management, Office of Acquisition and Assistance, Professional Development and Training Division (M/OAA/PDT)** is responsible for:

1. Publishing guidance for the workforce related to professional development and training in acquisition and assistance (A&A);

2. Determining the content of all courses related to A&A;

3. Ensuring the A&A workforce is in compliance with certification requirements; and

4. Approving the curriculum for certification and recertification of the Agency's Federal Acquisition Certification (FAC) Agreement/Contracting Officers (FAC-C), Agreement/Contracting Officer's Representatives (FAC-COR), and Project/ Program Managers (FAC-P/PM).

g. The **Bureau for Management, Office of Acquisition and Assistance, Professional Development and Training Division (M/OAA/PDT), Acquisition Career Manager (ACM)** is responsible for:

1. Maintaining and managing consistent Agency-wide data on those serving in the A&A workforce;

2. Working with the Chief Acquisition Officer in proposing resources needed to maintain the A&A workforce, including strategic planning;

3. Ensuring Agency policies and regulations align with the Office of Federal Procurement Policy (OFPP), and the FAC policy memos (FAC-C, FAC-P/PM, and FAC-COR); and

4. Additional tasks, as identified in **OFPP Policy Letter 05-01**, and subsequent policies.

h. The **Office of Human Capital and Talent Management, Center for Performance Development, (HCTM/CPD)** is responsible for:

1. Providing equitable learning opportunities, career coaching, formal and situational mentoring, and leadership and supervisory training;

2. Providing equitable educational support services;

3. Managing the Agency's LMS and training registration;

4. Implementing the legislative and executive branch mandates that govern training programs for federal employees; and

5. Coordinating the development of policies and regulations that govern learning and staff development programs for all USAID direct hire employees, Foreign Service Nationals (FSNs) and Personal Services Contractors (PSCs).

i. The **Directors of HCTM/CPD, Foreign Service Center (HCTM/FSC), and Human Capital Services Center (HCTM/HCSC)** are responsible for assessing employee learning needs and providing career development advice to employees.

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

k. **Executive Officers (EXOs)** are responsible for serving as the learning support liaisons with HCTM/CPD staff for their assigned posts.

l. **Bureau and Independent Office (B/IO) Administrative Management Services (AMS) Staff** are responsible for serving as learning support liaisons for their respective B/IOs in USAID/Washington (USAID/W).

m. **Training Coordinators** are responsible for playing a central role in Mission and Bureau training, planning, and activities. They provide employees, managers, and

leadership within their Missions and Bureaus with information, resources, and advice on:

- Assessing and improving job performance;

- Course scheduling and enrollment;

- Fulfilling professional certification requirements; and

- Training opportunities.

n. **Supervisors** are responsible for:

1. Assessing employee training needs;

2. Developing Individual Learning and Training Plans (ILTPs) with and for employees;

3. Adjudicating requests for employee participation in instructor led training; and

4. Notifying employees of any certification requirements associated with their position and providing those employees with the appropriate resources necessary to obtain those certifications.

o. **Employees** are responsible for:

1. Assessing their individual developmental needs in relation to the Agency's mission and goals;

2. Actively participating with their supervisor in developing and maintaining the ILTPs;

3. Identifying and requesting approval for training;

4. Successfully completing and applying authorized training;

5. Completing course evaluations; and

6. Fulfilling Continued Service Agreements (CSAs).

458.3   POLICY DIRECTIVES AND REQUIRED PROCEDURES
Effective Date: 09/04/2024

USAID's training and career/professional development programs seek to help achieve the Agency's **mission values**, and performance objectives by improving individual and organizational performance. These programs focus on:

- Increasing employees' knowledge and skills to improve job performance and to meet professional certification requirements;

- Developing employees' knowledge and skills to assume increased responsibility in line with the Agency's strategic workforce development;

- Initiating and continuing mandatory, competency-based professional and technical training designed to keep employees' knowledge and skills current; and

- Initiating and continuing training for executives, managers, and supervisors for performance at their current level and at higher management levels.

458.3.1 Administering Training Programs
Effective Date: 09/04/2024

HCTM/CPD is the central source of professional leadership, planning, consultation, guidance, administrative coordination, and evaluation of training in USAID. HCTM/CPD carries out activities to support employee training and professional/career development by:

- Establishing the Agency's training policies and initiatives;

- Coordinating the Agency's learning strategy and its implementation;

- Assessing training needs and designing appropriate learning programs and opportunities (see **5 CFR 410.203**);

- Facilitating the administration, tracking, and reporting of training;

- Managing training through USAID University's LMS, which includes training courses developed or sponsored internally at USAID;

- Maintaining an accurate, updated inventory of USAID-sponsored training courses, personnel, and class participation in the LMS;

- Responding to training-related inquiries and advising employees, supervisors, and managers regarding training programs;

- Conducting periodic evaluations of training;

- Ensuring training objectives and activities contribute to performance goals and improve employee and organizational performance (see **5 CFR 410.201**);

- Supporting 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 section **458.3.5**); and

- Coordinating closely with designated USAID regional training facilities, including the scheduling and funding of training events for FSN/PSCs, including Cooperating Country Nationals (CCNs), and Third-Country National (TCN) PSCs (see **ADS 495**; USPSCs, see **ADS 309**).

Individuals assigned to USAID under these hiring mechanisms are directed to the applicable guidance: Intergovernmental Personnel Act (IPA) Agreements (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 should be directed to HCTM/CPD by submitting a **USAID Automated System** request.

458.3.2   Selection and Assignment to Training
Effective Date: 09/04/2024

Heads of B/IOs, Mission Directors, and other Principal USAID Officers must establish and maintain procedures to ensure fair and equitable selection and assignment of employees to training (see **5 CFR 410.306** and **ADS 418, Merit Staffing Program for Civil Service (CS) Employees**). These decisions must be made without regard to race, color, national origin, sex (including pregnancy, gender identity, sexual orientation or transgender status), age (except, as it relates to the mandatory retirement age), religion, genetic information, physical or mental disability, marital status, veteran status, status as a parent, geographic or educational affiliation within the United States, or political affiliation or any other non-merit factors unrelated to the need for training principles (see **5 U.S.C. 2301(b)(1) and (2)**).

Learning opportunities must relate to the performance of official duties and responsibilities and for the purpose of increasing an employee's knowledge and skill in the performance of those duties in their current or future positions in the Agency.

Training under an ILTP for possible promotion must align with the Agency's merit staffing program requirements (see **5 CFR 410.306, Selecting and Assigning Employees to Training**).

The learning opportunities must:

1. Prepare an employee for a promotion, or

2. Be 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   Training Approval and Scheduling
Effective Date: 09/04/2024

Supervisor approval is required in the following training instances:

- Instructor-led;

- Cost-associated;

- Time away from core duty hours; and

- Other circumstances as specified in the course description.

In order to promote and comply with the Agency's policy to improve individual and organizational performance, supervisors must:

- Assess employee training needs and approve employee participation in training courses that will improve or enhance job performance;

- Ensure their employees meet any certification requirements;

- Collaborate with their employees in the timely development of ILTPs as an integral part of the performance management process;

- Consider alternatives to training that might be effective and cost efficient for building employee knowledge, skills, and abilities;

- Ensure employee schedules allow for learning activities; and

- Ensure the prompt completion of an employee's coursework, in accordance with the training plan (i.e., ILTP or Individual Development Plan [IDP]) or prerequisite and post requirements, as described in the course description.

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

- Organizational mission and staffing requirements;

- Impact of training on performance of official duties and work requirements, including mandatory training;

- Impact of training on duties likely to be assigned in the near future;

- Availability of funds;

- Fairness and equity of use of training within the work unit; and

- Cost-effectiveness, through the selection of courses within the region for overseas staff and courses offered in USAID/W, for staff assigned to USAID/W (see **ADS 580**).

B/IOs and Missions must create a fair and transparent process for approving training requests. Bureau and Mission Training Coordinators should have a central role in this process. For guidance on establishing B/IO/M level approval processes, see **ADS 458maa, Supplemental Training Guidance Course Listing**.

458.3.4   Training Registration
Effective Date: 09/04/2024

Users must complete the registration process for all learning activities. Users must submit registration requests for training electronically through USAID University's LMS, using the online registration at **USAID University**. Access is only available to staff with a USAID University account. For most instructor-led courses, registration is not complete until the manager/supervisor or approver has approved the request.

LMS users must update their account profile to ensure training requests are received and approved by the designated approving official. Please refer to the **How to Change your Manager & Approver Job Aid** to update a manager/supervisor or approver in LMS. This link is also available on the **USAID University homepage**.

After registration has been requested, the approver is notified, via an automated email from the LMS. A request would fall in the following four categories:

1. **Pending Approval** - the request is awaiting the approver's approval.

2. **Exception Requested** - the request is acknowledged; however, the required prerequisites are not completed. After the prerequisites are completed, the requestor will be placed on the roster as "registered" only if there are seats available. If no seats are available, the requestor will be placed on the waitlist.

3. **Waitlist** - the request is acknowledged and approved; however, there are no seats available in the session. If a vacancy becomes available, the requestor will be moved into "registered" status.

4. **Registered** - the request is fully approved. There is no further action required.

458.3.5   Training Setup
Effective Date: 09/04/2024

Instructor-Led Setup

There are two types of setups:

1. **Events** are instructor-led training courses that contain general information about the course, such as the description, objectives, vendor, and subjects.

2. **Sessions** are scheduled instances of an event.

Data elements required to capture events and sessions evolve over time to meet Agency tracking and reporting needs. The training provider is responsible for submitting their event and session information to an LMS administrator, through the **USAID Automated System**. The LMS administrator will complete setup and add training to the LMS once all applicable forms are submitted by the training provider.

Online Learning/eLearning Setup

USAID eLearning training content is developed and training providers must submit requests for setup to an LMS administrator, through the **USAID Automated System**. Technical specifications and requirements to load eLearning training content evolve over time to meet Agency tracking and reporting needs. The LMS administrator provides technical specifications, functional requirements, and forms required to complete the setup and add eLearning training content to the LMS.

458.3.6   Cancellation and Delays, Withdrawal, and Waitlist Policy
Effective Date: 09/04/2024

a. Cancellation and Delays

Due to circumstances beyond the United States Government's (USG) control, courses may be delayed or canceled. If the Office of Personnel Management (OPM) declares the Federal Government is closed, all USAID University in-person classes in the Washington, DC metro area are canceled for the day. Virtual-instructor led courses must continue unless notified otherwise. Participants for in-person classes are expected to report for class on the next scheduled class day. To view the Agency's operating status, visit **OPM Operating Status**.

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

Cancellation of courses at other locations and government agencies is at the discretion of the Regional Training Center, USAID Mission Director, Principal USAID Officer, or other government agency leadership, based on the local circumstances. This guidance is not applicable to virtual instruction, unless otherwise stated by OPM.

b. Withdrawal by Participants

An employee who needs to withdraw from a class, for which registration was confirmed, must do so no later than 14 calendar days prior to the start of the class. This allows others on the waitlist to be contacted and fill the seat. If the employee does not withdraw and fails to attend training, they are considered a no show. An HCTM/CPD Program Specialist will inform the employee, supervisor, and training provider of the failure on the employee's part to attend or cancel registration with less than 14 calendar days' notice.

In the case of prioritized selections, such as the USAID Leadership Program via the

Federal Executive Institute Leadership Program (i.e., Intentional Leadership Program, Collaborative Leadership Program, Adaptive Leadership Program, and Strategic Leadership Program, Cultivating the Leader Within, etc), the employee must submit their cancellation request to the USAID Leadership Development Coordinator and the B/IO or Mission Training Coordinator, or any other appropriate approval authority no less than 14 days prior to the course start date. Employees with a record of failing to show and not canceling within 14 days prior will receive lower priority for future registrations.

Failure to attend a registered course is a serious issue, as funds for the non-attending employee's participation are forfeited. Late cancellations may result in the B/IO or Mission being responsible for reimbursing HCTM for the tuition costs of unfillable seat allocation. Program managers must review circumstances to determine whether to seek reimbursement from the employee or the employee's office if the employee failed to timely withdraw from a course via USAID University or by submitting a **USAID Automated System** request.

c. Waitlist Policy

Employees on the USAID University waitlist are placed in the order their training request is approved. In the event a registered participant withdraws from a course, the first person on the waitlist will be notified via email from USAID University. Participants arriving for training without having received course enrollment confirmation will be denied entry. Instructors must only admit participants who appear on the official roster for a course.

A registrant who fails to arrive at the designated training location for a course on the first day of the training risks forfeiture of their seat to the next registrant on the course waitlist. Registrants experiencing unforeseen travel delays or other emergencies must inform the training host and notify the appropriate hosting mission immediately for courses held abroad.

If a registrant does not contact the training host within the first two hours after class commences, they will be deemed a "no show." The seat will be forfeited and offered to the next registrant on the waitlist. Employees who lose their spaces, due to "no show," will be required to wait at least 12 months to re-register for the course, unless there are extenuating circumstances that are brought to the attention of the responsible program manager.

458.3.7 Hours of Training
Effective Date: 09/04/2024

An employee assigned to training during normal duty hours is counted as being in regular duty status for the number of hours the employee spends in training.

As a general rule, employees cannot receive overtime pay, compensatory time off, holiday or night differential pay for time spent in training if that time is outside the

employee's regular working hours (see **5 U.S.C. 4109(a)(1)**). However, an employee covered under the **Fair Labor Standards Act (FLSA)** who is directed to participate in training (see **5 CFR 551.423(a)(b)(1)(2)**) is exempt from this rule. This means that the training must be required by the Agency, and the employee's performance or continued retention in their current position will be adversely affected by non-enrollment in such training.

Employees who normally work a different work week must coordinate with their supervisors to adjust their work schedule to attend training classes, as scheduled.

458.3.8   Requirements for Satisfactory Completion of Authorized Training
Effective Date: 09/04/2024

USAID employees who participate in any centrally-funded training course offered by HCTM/CPD, whether the training is held in Washington or at an overseas location, are expected to attend 100% of the training. Failure to meet at least 90% attendance may result in denial of training credit for the course. Instructors will ask attendees to drop out of a course if they have not been on time or fully participating in the class.

Employees must be fully engaged in training and minimize distractions. Employees who do not adhere to training etiquette and **USAID Standards of Conduct** must be asked to leave the training and thereby risk forfeiting credit for the course. The HCTM/CPD Program Manager must notify the employee's supervisor or Training Coordinator of the reason the employee did not complete the course.

All trainers and facilitators who conduct training must explain attendance requirements to registrants at the beginning of each course and keep accurate attendance records. Trainers and facilitators must report any unexplained absences of registrants to the appropriate Course Manager for a final decision on whether an employee will receive course credit. The Course Manager must review illness and other excused absences on a case-by-case basis. The reason for and duration of the absence will determine whether the employee must repeat the entire course to receive credit.

458.3.9   Request, Authorization, Agreement, and Certification of Training Form (SF-182)
Effective Date: 09/04/2024

The **SF-182, Request, Authorization, Agreement, and Certification of Training Form** is used exclusively to acquire training from an external government or non-government training source, as referenced in **ADS 458maa**. To register for certain training courses, employees must complete an SF-182 for each course and submit it to their immediate supervisor for approval and signature. B/IOs and Missions may require additional approvals and signatures. The responsible Center, Mission, or B/IO management staff must forward the completed SF-182 for final processing to the training or academic institution.

458.3.10   Continued Service Agreement (CSA)
Effective Date: 09/04/2024

Various training requires selected participants to sign a CSA. CSAs are determined by the cost of training and/or training hours. Participants selected for training must sign a CSA to continue in service with USAID after completing training (see **5 U.S.C. 4108(a)(1)**). The period of obligated service begins the day after completion of the training. Missions do not have the flexibility to change the length of service requirement. See chart below:

Cost of training is $0- $1,000 and under 2 weeks or 80 hours	Cost of training is $0 and duration is 2 weeks/ 80 hours and above	Cost of training is $1,001-$3,000	Cost of training is $3,001-$,6000	Cost of training is $6,001-$10,000	Cost of training is $10,001 and above
No CSA required	Service Obligation Required: 3x length of training	Service Obligation Required: 6 months or 3x length of training (whichever is greater)	Service Obligation Required: 12 months or 3x length of training (whichever is greater)	Service Obligation Required: 18 months or 3x length of training (whichever is greater)	Service Obligation Required: 24 months or 3x length of training (whichever is greater)

If an employee voluntarily separates from the Agency before the CSA expires, the Agency must recover the additional expense incurred by the Federal Government for the training, based on the uncompleted period of obligated service. The employee is not obligated to repay training costs attributed to the uncompleted period of service if they are involuntarily separated from the Agency for reasons other than misconduct or unsatisfactory performance (see **5 CFR 410.309(c)**).

The Bureau for Management, Office of the Chief Financial Officer (M/CFO) recovers amounts owed by an employee, in accordance with Agency procedures for employee debt collection and recovery (see **ADS 625, Accounts Receivable and Debt Collection**).

458.3.11   Individual Learning and Training Plan
Effective Date: 09/04/2024

An **ILTP** is an automated personal action plan, jointly agreed to by the employee and supervisor, which identifies the employee's short and long-term career development and learning needs that support mandatory training, essential competencies, career development, and/or professional growth. Supervisors leverage the ILTP to focus resources in the area of greatest need.

ILTPs could include classroom training, eLearning courses, on-the-job training opportunities, and other learning activities that an employee could pursue during duty or non-duty hours. An ILTP is a living document that constantly evolves, based on emergent Agency needs, available resources, employee workload, course availability, and other unforeseeable circumstances.

HCTM requires employees and supervisors to discuss the employee's career development goals and complete an ILTP annually. It is beneficial to conduct this discussion in conjunction with establishing the employee's Annual Performance Plan (see **ADS 461, Employee Evaluation Program, Foreign Service and Senior Foreign Service** and **ADS 462, Employee Evaluation Program, Civil Service**), for the coming year. Supervisors must address performance issues, using the Annual Evaluation Form (AEF) **AID 462-1** for CS employees or the Annual Performance Evaluation (APE) **AID 461-1** for FS employees.

458.3.12   Procedures for Approval to Deem Training Mandatory
Effective Date: 09/04/2024

Executive Orders, OPM regulations, directives, and other guidance identify mandatory training for government agencies. B/IOs or Missions may require additional mandatory training that are integral to the organization. The CHCO must approve all mandatory training and B/IOs and Mission must route all requests for approval to HCTM/CPD.

B/IOs and Missions must clear these requests through the Unions prior to submitting to HCTM/CPD. There is a minimum of 30 days needed to review the request and obtain CHCO approval.

Submissions must clearly state the:

1. Method of Delivery: Instructor-led, virtual, webinar, online, or blended;

2. Frequency: One time requirement; annually, or periodic follow-up (identifying when); and

3. Audience: All staff, non-supervisors, or supervisors.

458.3.13   Types of Training and Professional Development Resources
Effective Date: 09/04/2024

HCTM/CPD uses both public and private sector resources to provide training to employees (see **5 CFR 410.301**). Courses are continually developed or revised to meet the Agency's changing needs and mission requirements to maintain up-to-date content that reflects current policies, regulations, and procedures. Information on course offerings, including course descriptions, locations, and schedules, can be found on **HCTM/CPD's Web site** and **USAID University**.

458.3.14   Types of Training

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

a.   Short-Term Classroom Training

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

b.   Long-Term Training

Long-term training (LTT) is full-time training for a period of more than 120 calendar days. Some of the frequently used LTT assignments available to USAID senior staff are with Department of Defense (DoD) institutions and training facilities. **ADS 457** governs the selection, assignment, and management of participants in DoD LTT programs. There are other LTT opportunities available (e.g., White House Leadership Development Program [WHLDP]. Management of these opportunities are in accordance with the guidelines delineated in USAID's Agency Notice announcements (see **ADS 458maa** for descriptions of non-DoD LTT opportunities).

c.   eLearning

USAID's eLearning platform has a cost-effective self-paced training option for employees. HCTM/CPD, in conjunction with the USG's E-Gov, E-training initiative, provides employees with full access to numerous online training courses in various functional domains. USAID employees can access and must register for these courses, through **USAID University**. These courses are designed to develop knowledge, skills, abilities, and/or competencies directly related to individual or organizational work performance. Although supervisory approval is not required when registering for eLearning courses, employees should coordinate such training with their immediate supervisor.

d.   Hybrid Learning Environments

Hybrid learning, also known as blended learning, is an approach to training that combines online educational components with traditional classroom methods.

e.   Professional Credentials

Section 5757 of Title 5, United States Code authorizes payment of expenses to obtain professional credentials. The supervisor may approve the use of Agency funds to pay expenses for employees to obtain professional credentials, including expenses for professional accreditation, state-imposed and professional licenses, and professional certification and examinations to obtain such credentials, if the credentials support the Agency's requirements and are subject to available funding. The Assistant Administrator

or Director 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.

458.3.15   Professional Development Resources
Effective Date: 09/04/2024

USAID provides mentoring programs throughout the global workforce to support strategic human capital initiatives for employee recruitment and retention, employee development, succession planning, and diversity. Visit the **Mentoring Hub** for tools and resources to assist with creating new mentoring programs and to share experiences and best practices from existing mentoring programs.

HCTM/CPD offers the USAID Mentoring Program to the USAID/W workforce. This nine-month Mentoring Program builds on the Agency's **leadership education** and is guided by both its **Core Values** and the **USAID Leadership Philosophy**. Formal Mentors (GS-12, FS-3, or higher equivalency) devote approximately two to four hours per month to share their experiences with mentees and contribute to building the next generation of leaders. Situational Mentors are not assigned to a specific mentee but can be contacted by the workforce, based on their expertise to provide the *"right help at the right time."* All mentors are internally vetted to ensure they exemplify the USAID Leadership Philosophy: "Leaders Develop Leaders."

458.3.16   Payment for Training and Training Expenses
Effective Date: 09/04/2024

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

458.3.16.1   Payment for Conferences
Effective Date: 09/04/2024

Conferences are not ordinarily defined as training. For additional guidance and approval instructions, see **ADS 580, Conference Planning and Attendance**.

458.3.16.2   Tuition Assistance Program
Effective Date: 09/04/2024

The Tuition Assistance Program (TAP) allows permanent U.S. direct hire employees the opportunity to take college-level coursework during off-duty hours from an accredited

college or university of their choice. The learning institution must be recognized by the U.S. Department of Education. Coursework may be conducted in a classroom or online. Tuition assistance is 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.

HCTM/CPD sends separate Agency Notices announcing application dates for the program and the funding approved, per semester.

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

Coursework requirements must be:

- Pursued from a fully accredited college or university,

- Taken for academic credit,

- Taken during off-duty hours, and/or

- Of current or future benefit to the employee and USAID.

HCTM/CPD must approve requests for TAP funding in advance of the course start date and must make payments directly to the college or university.

Employees must achieve a grade of "C" or above ("B" or above" for graduate- level coursework). Employees who fail to achieve the minimum grade must reimburse the Agency for the tuition payment. Additional information regarding eligibility and application forms can be found here: **Tuition Assistance Program**.

458.4   MANDATORY REFERENCES

458.4.1   External Mandatory References
Effective Date: 09/04/2024

a.   **5 CFR 410.201**; **410.202**; **410.203**; **410.301**; **410.302**; **410.303**; **410.304**; **410.306**; **410.309**; **410.404**

b.   **5 CFR 412.202**

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

d.   **5 CFR 2638.704**

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

f. [13 FAM, Training and Professional Development](#)

g. [13 FAM 301.4, Mandatory Training Preparatory to Going Abroad](#)

h. [41 U.S.C. 404, Office of Procurement Policy Act](#)

i. [EEOC Notice No. 915.022: Policy Guidance on "New Age" Training Program which Conflict with Employees' Religious Beliefs](#)

j. [Executive Order 11348/12029 Providing for the further Training of Government Employees](#)

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

l. [Executive Order 13548, Increasing Federal Employment of Individuals with Disabilities](#)

m. [Fair Labor Standards Act (FLSA)](#)

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

o. [OFPP's Acquisition Workforce Development Strategic Plan for Civilian Agencies – FY 2010-2014](#)

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

q. [P. L. 101-194, Ethics Reform Act](#)

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

s. [Public Law 106-58, Restrictions on Use of Training, December 8, 1999](#)

t. [Public Law 107-174, No FEAR Act](#)

458.4.2   Internal Mandatory References
Effective Date: 09/04/2024

a. [ADS 110, Equal Employment Opportunity Program](#)

b. [ADS 302, USAID Direct Contracting](#)

c. [ADS 303, Grants and Cooperative Agreements to Non-Governmental Organizations](#)

d. [ADS 306, Interagency Agreements](#)

e. [ADS 418, Merit Staffing for Civil Service (CS) Employees](#)

f. [ADS 436, Foreign Service Assignments Process and Tours of Duty](#)

g. [ADS 437, Temporary Assignments Under the Intergovernmental Personnel Act](#)

h. [ADS 457, Long Term Training (LTT) at Department of Defense (DOD) Institutions and Training Facilities](#)

i. [ADS 458maa, Supplemental Training Guidance](#) Course Listing

j. [ADS 459, USAID's Foreign Service Career Candidate Program](#)

k. [ADS 461, Foreign Service and Senior Foreign Service Performance Management & Development Programs](#)

l. [ADS 462, Employee Evaluation Program, Civil Service](#)

m. [ADS 495, Foreign Service National Direct-Hire Personnel Administration](#)

n. [ADS 580, Conference Planning and Attendance](#)

o. [ADS 625, Accounts Receivable and Debt Collection](#)

p. [Annual Ethics Training](#)

q. [Antiterrorism Level I Awareness Training](#)

r. [Guidance on the Implementation of Agency-Wide Counter Trafficking in Persons Code of Conduct](#)

s. [How to Change your Manager & Approver Job Aid](#)

t. [Preventing Gender-Based Violence](#)

458.4.3   Mandatory Forms
Effective Date: 09/04/2024

a. [OGE Form 278 Public Disclosure Report](#)

b. [OGE Form 450, Confidential Financial Disclosure Report](#)

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

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

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

458.5   ADDITIONAL HELP
Effective Date: 09/04/2024

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

b.   **Foreign Service Institute**

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

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

458.6   DEFINITIONS
Effective Date: 09/04/2024

See the **ADS Glossary** for all ADS terms and definitions.

Adult Family Member
A family member who is 18 years or older. (**Chapter 458**)

Approver
The person, usually a supervisor, is responsible for providing authorization for training.

Career Candidate
An employee hired for a time-limited appointment that leads to tenure and a full career with the Agency. Career candidate appointments are appropriate for people who aspire to a long-term USAID Foreign Service career and whose qualifications meet a continuing requirement. (**Chapters 438**, **458**, **468**)

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 Government-sponsored training. (**Chapter 458**)

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

Foreign Service Institute (FSI)
The Federal Government's primary training institution for personnel of the foreign affairs community, located at the National Foreign Affairs Training Cr 457enter (NFATC) of the Department of State. (**Chapter 438** and **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 457** and **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 Equal Employment Opportunity (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 Federal Government. (**Chapter 458**)

Self-Directed Learning
The terms eLearning, distance education, distance learning, online learning, distributed learning, and self-directed 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 computer-based training (CBT), web-based training, satellite-based video, and teleconferencing. (**Chapter 458**)

SF-182
The **SF-182, Request, Authorization, Agreement, and Certification of Training Form** is used exclusively to acquire training from an external government or non-government training source (e.g., vendor-delivered, academic institutions, the Foreign Service Institute (FSI), etc.).

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**)

Virtual Instructor-led Training (vILT)
Virtual instructor-led training (vILT) consists of training that is delivered in a virtual or simulated environment, or when instructor and learner are in separate locations. (**Chapter 458**)

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