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# Supplemental Training Guidance Course Listing

A Mandatory Reference for ADS Chapter 458

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## I. Purpose

This mandatory reference provides a comprehensive understanding of the Office of Human Capital and Talent Management's Center for Professional Development's (HCTM/CPD) portfolio. The information in this document is updated frequently to accurately portray CPD's offerings.

## II. Specific Training Programs or Courses

This section contains brief descriptions of the mandatory training programs that USAID offers to its employees and staff, which are coordinated by HCTM and USAID/W B/IOs (see [ADS 458maa](#) for full descriptions and eligibility). Descriptions of programs that Pillar Bureaus, Regional Bureaus, and Missions offer must be obtained directly from the Bureau or Mission sponsoring the training.

### a. Personal Security Training

Mandatory personal security training established by State applies to employees traveling to post on permanent assignment and to employees traveling on extended temporary duty (TDY) overseas for 30 days or more (see [13 FAM 310.4, Mandatory Training Preparatory to Going Abroad](#)). This requirement also applies to U.S. Personal Service Contractors (USPSCs) and FSL non-career appointees.

Employees, and in certain cases, EFMs, must complete certain mandatory training, **prior to** their departure for overseas assignment or TDY. Individuals who are already employed overseas under a contract, agreement, or other mechanism and are being converted to FS appointments must complete this training before their appointments will be made effective (see [ADS 458maa](#) for a description of training courses).

### b. Pre-Deployment Security Training

USAID's direct hire employees and EFMs, 18 years of age and older, and USPSCs, permanently assigned to certain targeted posts, must complete mandatory personal security training before arriving at these posts. This training requirement also applies to TDY assignments of specific lengths. The required courses are listed below. For additional information, see [13 FAM 301.5, Post-Specific Pre-Deployment Training 1](#).

State's Bureau of Diplomatic Security maintains the list of posts to which this training applies. USAID's Office of Security, International Security Programs Division (SEC/ISP) provides the current list and updates are published in Agency Notices issued by USAID's Office of Security, International Security Programs Division (SEC/ISP).

These pre-deployment training requirements are subject to change, based on operational needs, as determined by State. State's Orientation and In-Processing (OIP)

Center maintains the latest information on posts with mandatory pre-deployment training (see [13 FAM 301.4](#)). Employees must ensure they are enrolled in the appropriate training. Employees who are uncertain about what course(s) they need, should contact their servicing HCTM Human Resources Specialist.

**c. Post-Deployment Training**

USAID employees returning from certain countries with high security concerns are required to take the State course, [MQ950 High Stress Assignment Outbriefing Program](#), which is provided through an arrangement with the [Agency's Staff Care Program](#). The course is held at the FSI. USAID Human Resources Staffing Specialists schedule direct hires for this course. USAID Mission's Training Coordinators or Bureau AMS Officers schedule non-direct hire staff for this course. For non-direct hires, there is a fee for the course, which can be paid by the employee's office or Operating Unit (OU).

**d. Country Learning Resources (Area Studies)**

Employees assigned abroad may participate in area studies programs and activities to understand the political and socioeconomic background, history, and culture of the country of assignment. Refer to the [George P. Shultz National Foreign Affairs Training Center Web page](#) for more information and schedules. An [SF-182](#) form is required to apply for this training.

**e. Executive, Manager, Supervisor, and Candidate Development Training**

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

- Design and implement leadership development programs integrated with the employee development plans, programs, and strategies required by [5 CFR 410.201](#), and that foster a broad Agency and government-wide perspective.
- Provide training within one year (and ideally within a target of 90 calendar days) of an employee's initial appointment to a supervisory position and follow up periodically, but at least once every three years, by providing each supervisor and manager additional training on the use of appropriate actions, options, and strategies to:
  - Mentor employees;
  - Improve employee performance and productivity;
  - Conduct employee performance appraisals, in accordance with Agency appraisal systems; and

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

### III. Mandatory Training

Mandatory Training refers to any training deemed mandatory by USAID, the Office of Personnel Management (OPM), or other federal regulations or laws. See the [USAID Mandatory Training webpage](#) for the latest list of mandatory training.

### IV. Leadership Development Program

#### **Purpose**

HCTM/CPD partners with the OPM's Federal Executive Institute to deliver a suite of leadership development programs for USAID employees. Leadership training opportunities provide a unique learning experience for current and future Agency leaders at all levels.

#### **Eligibility**

Annually, HCTM issues an Agency Notice that provides schedules, eligibility criteria, and nomination procedures for the upcoming fiscal year. Selections are made following a one-time review of nominees for the entire fiscal year, ensuring maximum use of class spaces and allowing for advance planning by selected participants and their offices.

**Current Course Descriptions** - more complete descriptions can be found on the [HCTM Leadership Education Webpage](#).

1. **Intentional Leadership Program (ILP)** focuses on leading from where you are, your sphere of influence, self-awareness through introspection, and leadership communication skills. Audience: Minimum grades levels of FS-4, GS-12, FSN-11 or equivalent. FSN 8-10 supervisors.
2. **Collaborative Leadership Program (CLP)** focuses on working in and leading teams and conducting effective meetings; and builds on the leadership communication skills and competencies developed during the Intentional Leadership program. Audience: Minimum grades levels of FS-4, GS-12, FSN-11 or equivalent. FSN 8-10 supervisors, who have completed prerequisite Intentional Leadership Program.
3. **Adaptive Leadership Program (ALP)** focuses on advanced communication skills for leadership, inter- and intra-cultural dynamics, working with Congress

and leading through change. Audience: Minimum grade levels FS-2, GS-14, FSN 12 or equivalent who have completed prerequisite Collaborative Leadership Program.

4. **The Strategic Leadership Program (SLP)** pulls content from across the continuum of programs with emphasis on employing elements of the Full Range Leadership Model, adaptive leadership theories and the Meta-Leadership model. Audience: Minimum grade FS-1, GS-15, FSN-12 or equivalent who have completed prerequisite Adaptive Leadership Program.
5. **Cultivating the Leader Within (CLW)** is designed to foster and strengthen the ability of junior and future leaders to effectively grow and demonstrate their leadership knowledge and capabilities on the job. Audience: Maximum grade GS-11 and FSN-10 or equivalent.

#### **IV. Competitive Selection Programs**

**Long-Term Training** - Long-term training is full-time training for a period of more than 120 calendar days away from the individual's position of record. These programs are sponsored by organizations external to USAID who set the criteria for participation. As these opportunities are limited, selection for long-term full-time training is made on a competitive basis.

##### **Purpose**

Long-term, full-time training is used to develop certain leadership and other skills sets over an extended period of time. Participants return to the Agency to apply those skills to current or more responsible duties.

##### **Eligibility**

Agency Notices are issued announcing long-term training opportunities which list eligibility requirements, selection criteria, and procedures to apply.

1. **Military School Long-Term Training Opportunities - [ADS 457, Long-Term Training \(LTT\) at Department of Defense \(DOD\) Institutions and Training Facilities](#)** provides the policy and required procedures governing the selection and assignment of USAID personnel to LTT student and faculty positions at Department of Defense (DoD) institutions and training facilities. The institution may include both student and faculty assignments at the following schools:
  - The National War College (NWC)
  - The Eisenhower School (ES)
  - The U.S. Army War College (AWC)
  - The U.S. Army Command and General Staff College and its School of Advanced Military Studies (SAMS)
  - The Marine Corps Command and Staff College
  - The Marine Corps War College

- The Naval War College
- The Air War College,
- Other Agency-approved DoD institution locations

2. **White House Leadership Development Program** - The White House Leadership Development Program, sponsored by the Executive Office of the President and managed by GSA, is designed to strengthen the next generation of career senior executives across the government. Fellows participate in a year-long, full time rotational assignment to another agency to work on complex, cross-agency challenges that confront the Federal Government. The assignment includes weekly professional development programming. Competition for this program is held on the USAID and government-wide level. Open to Career GS-15s.

## Short Term Competitive Programs

### Purpose

Short-term competitive programs may be delivered in consecutive or intermittent formats, but do not exceed 120 days total participation. The programs offer development of specific skills in leadership, coaching, national security, international affairs, or career development. Opportunities are limited. The sponsoring organization makes selections on a competitive basis using its established criteria.

### Eligibility

Agency Notices are issued announcing competitive program opportunities which list eligibility requirements, selection criteria, and procedures to apply.

## Current Short-Term Programs

1. **Massachusetts Institute of Technology Seminar XXI (MIT)** - This educational program is for current and future leaders in the U.S. national security and foreign policy communities. Participants meet for six evening sessions and 3 weekend webinars over the course of 8 months. Open to tenured Foreign Service FO-02 and above and career Civil Service GS-14 and above. Due to the intermittent nature of the program, participants must be based in Washington, DC.
2. **National Security Executive Leadership Program (NSELS)** - Offered by the Foreign Service Institute, the program improves participants' abilities to contribute to the national security policy formulation process, collaborate with and lead interagency teams, and to analyze issues from a strategic perspective. Open to FO-01s and GS-15s.
3. **International Career Advancement Program (ICAP)** - Sponsored by the Josef Korbel School of International Studies at the University of Denver and by the Aspen Institute—this professional development and leadership program is intended to improve the quality and diversity of the leadership of international

affairs organizations in the U.S. Government agencies, nonprofit organizations, and the private sector. Open to FS-4 and above and GS-12 and above.

4. **Federal Internal Coach Training Program (FICTP)** - Offered by OPM. The program provides professional-level coach training to federal employees. The course fosters a coaching culture within government by empowering leaders at all levels to practice self-reflection, creativity in problem solving, accountability, and candid and respectful communication.

## **V. Additional Training Guidance**

### **Mission Training Orders**

Missions may issue Mission Training Orders that set forth the policies and procedures for the administration of career/professional development and training programs for all employment categories at the respective mission.

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

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

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