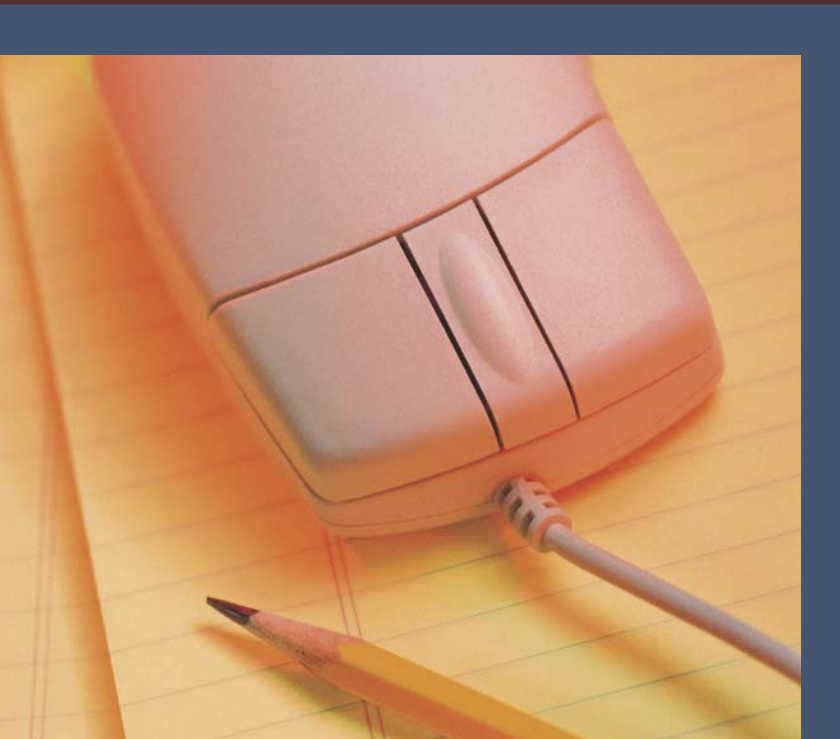


# LONG-TERM GRANTS MANAGEMENT TRAINING PLAN



**2004-2008**



# FORWARD

I am pleased to present the Environmental Protection Agency's Long-Term Grants Management Training Plan. Linked to EPA's Strategy for Human Capital, this Plan charts the course the Agency will follow in the coming years to deliver an effective system of grants management training for EPA personnel and the Agency's grant recipients.

Through this Plan, the Agency will offer a combination of classroom and on-line courses to improve the training of EPA grants specialists and project officers, develop core competencies for EPA managers and supervisors, and educate recipients on their grants management obligations.

This Plan provides the framework for ensuring that EPA employees have the skills to manage grants in accordance with the highest fiduciary standards and for providing recipients with the knowledge they need to expend grant dollars in a fiscally responsible manner. I am confident that we will achieve the Plan's ambitious goals, with the support of the Agency's Senior Resource Officials in Headquarters and the Regions, and in collaboration with our recipient partners, including State, Tribal and local governments, educational institutions and non-profit organizations.

*David J. O'Connor*

David J. O'Connor  
Acting Administrator

# TABLE OF CONTENTS

INTRODUCTION . . . . .	1
OVERALL TRAINING GOAL . . . . .	3
GOALS BY AREA . . . . .	4
GOAL 1: ENHANCE TRAINING FOR GRANT SPECIALISTS . . . . .	5
GOAL 2: ENHANCE PROJECT OFFICER SKILLS . . . . .	6
GOAL 3: DEVELOP THE CORE COMPETENCIES FOR MANAGERS AND SUPERVISORS . . . . .	9
GOAL 4: TRAIN GRANT RECIPIENTS . . . . .	10
GOAL 5: EVALUATION AND CONTINUOUS ENHANCEMENT . . . . .	11
TABLE 1: PERFORMANCE MEASURES FOR THE LONG TERM GRANTS MANAGEMENT TRAINING PLAN . . . . .	12
TABLE 2: GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE . . . . .	16





# INTRODUCTION

## TO LONG-TERM GRANTS MANAGEMENT TRAINING PLAN

Each fiscal year EPA devotes over one-half of its entire budget, or approximately \$4 billion, to grants to states, local governments, tribes, educational institutions, and non-profit organizations. The management of EPA's Grants Program is a cooperative effort involving the Office of Administration and Resources Management's Office of Grants and Debarment (OGD), the Headquarters National Program Managers and Regional Program Offices, and Grants Management Offices (GMOs).

Working together, these offices protect EPA's financial resources from waste, fraud, abuse, mismanagement, and poor performance. To enhance the effectiveness of this effort, EPA issued its Grants Management Plan in 2003. Enhancing the skills of EPA personnel involved in grants management is the first of the Plan's five goals for strengthening grants management. The first goal also requires EPA to develop this document, the Long-Term Grants Management Training Plan.

EPA must have a skilled workforce to manage its grants and assistance agreements. In this Plan, EPA proposes to train Agency senior managers, grant specialists, project officers, first-line supervisors and their managers, and grant recipients on the core competencies required for effective grants management.

- Grant specialists and project officers are responsible for the review, negotiation, and administration of assistance agreements. Tasks include pre-award review of grant applications, post-award monitoring, and close-out of grants. Grant specialists are primarily responsible for the administrative and financial aspects of the assistance agreements. As part of their administrative responsibilities, grant specialists develop and maintain the official grant files, which consist of programmatic and fiscal information on the purpose, performance, and history of each grant. Project officers are primarily responsible for programmatic and technical requirements of the assistance agreements.
- Managers and Supervisors, located in each Headquarters, Program, and Regional Office, are responsible for strengthening Agency-wide fiscal resource management. They work to ensure compliance with laws, regulations, and policies so that the grants program meets the highest management and fiduciary standards while furthering the Agency's mission of protecting human health and the environment.
- Grant recipients are responsible for maintaining proper policies and management controls. In many cases, they must

accept competitive bids for grant-related services when required and perform cost or price analyses in order to track and manage grant costs.

Over the last few years, the Office of the Inspector General (OIG) and the General Accounting Office (GAO) have expressed concern over how EPA officials and recipients have handled the management of grants. In response, EPA has taken a number of steps to strengthen the skills of grant management personnel and grant recipients. In 2002, EPA provided three training sessions for non-profit grant recipient representatives on their responsibilities, with specific instructions on procurement requirements. EPA also revised its grant specialist training to include more information about cost/pricing analysis and procurement documentation for sole source justifications. That same year, EPA modified its project officer training to place greater emphasis on application, budget, and procurement review. To build upon these efforts, the Office of Grants and Debarment has developed the Long-Term Grants Management Training Plan, outlining the Agency's training goals for grants management personnel and grant recipients over the next five years.

This Training Plan restates EPA's commitment, as specified in the Grants Management Plan, to upgrade the basic and refresher courses for Program Officers and Grant Specialists. The proposed revisions will include expanded training on application, budget and procurement review; grants competition; the Integrated Grants Management System; and planning for environmental results. The Training Plan

also addresses the skill-sets needed by managers and grant recipients. The Plan furthers Goal Four of the President's Management Agenda regarding expanded electronic government, by fostering quick and convenient exchange of information and training materials among EPA offices and grant recipients.

EPA recognizes the importance of linking grant training to performance measures. Table 1, found at the end of the Training Plan, outlines performance measures that will enable EPA to assess its progress towards grants management training goals. Table 2 connects the goals with specific actions and dates. These tables expand upon the goals and performance measures outlined in EPA's Grants Management Strategic Plan, 2003-2008.

Since 1996, when grants management was identified as a weakness, EPA has implemented management controls, strengthened post-award oversight, and modified training materials. To maintain these enhancements and respond to new challenges, EPA has developed the Grants Management Training Plan, which will enhance the performance of senior managers, grant specialists, project officers, first-line supervisors and their managers, and grant recipients. Enhancing the skills of EPA staff and grant recipients will help EPA better achieve its environmental and human health goals. The grants program is a crucial mechanism for engaging the expertise and innovative contributions of EPA's state, local, and tribal partners. Strengthening management of the grants program through training and other activities will ensure that this partnership continues to benefit all stakeholders.



# OVERALL TRAINING GOAL

*Enhance the Skills of EPA Personnel  
Involved in Grants Management.*

- Goal 1 of EPA's  
Grants Management Plan, 2003 - 2008

# GOALS BY AREA



## GOAL 1: ENHANCE TRAINING FOR GRANT SPECIALISTS

OBJECTIVE 1: UPDATE AND ENHANCE A NATIONAL STANDARDIZED TRAINING PROGRAM

OBJECTIVE 2: UPDATE TRAINING MATERIALS

OBJECTIVE 3: ENHANCE THE DELIVERY AND AVAILABILITY OF CLASSROOM TRAINING PROGRAMS FOR GRANT SPECIALISTS

## GOAL 2: ENHANCE PROJECT OFFICER SKILLS

OBJECTIVE 1: UPDATE NATIONAL PROJECT OFFICER TRAINING MATERIALS AND COURSE CURRICULA

OBJECTIVE 2: ENHANCE THE TRAINING PROGRAM THROUGH ON-LINE TRAINING SESSIONS

OBJECTIVE 3: ENHANCE THE DELIVERY AND AVAILABILITY OF CLASSROOM TRAINING PROGRAMS FOR PROJECT OFFICERS

OBJECTIVE 4: PURSUE STAND-ALONE INTERAGENCY AGREEMENT TRAINING

## GOAL 3: DEVELOP THE CORE COMPETENCIES FOR MANAGERS AND SUPERVISORS

OBJECTIVE 1: DEVELOP THE CORE COMPETENCIES

OBJECTIVE 2: ENHANCE THE DELIVERY AND AVAILABILITY OF TRAINING PROGRAMS FOR MANAGERS AND SUPERVISORS

## GOAL 4: TRAIN GRANT RECIPIENTS

OBJECTIVE 1: DEVELOP TRAINING FOR GRANT RECIPIENTS

OBJECTIVE 2: ENHANCE THE DELIVERY AND AVAILABILITY OF TRAINING PROGRAMS FOR GRANT RECIPIENTS

## GOAL 5: EVALUATION AND CONTINUOUS ENHANCEMENT

OBJECTIVE 1: EVALUATE THE EFFICACY OF ALL TRAINING PROGRAMS

OBJECTIVE 2: ENHANCE THE DELIVERY AND AVAILABILITY OF ALL TRAINING PROGRAMS





# GOAL 1: ENHANCE TRAINING FOR GRANT SPECIALISTS

## OBJECTIVE 1: UPDATE AND ENHANCE A NATIONAL STANDARDIZED TRAINING PROGRAM

- Participate in the inter-agency workgroup that has been formed to explore a national GRANTS MANAGEMENT PROFESSIONAL CERTIFICATION PROGRAM. This program is modeled after a mandatory National Institute of Health program, created in November 1995 and directed by the Health and Human Services Deputy Assistant Secretary for Grants and Acquisition. The program includes agency-specific eligibility requirements at each certification level and evaluation of candidates. (GAD, FY04-08)
- Enhance core competencies of grant specialists through a national and standardized GRANT SPECIALIST TRAINING PROGRAM, to be delivered on-line. (GAD, FY05)
- Develop the ADVANCED TRAINING FOR GRANT SPECIALISTS class. (GAD, FY06)

## OBJECTIVE 2: UPDATE TRAINING MATERIALS

- Update the GRANT SPECIALIST TRAINING MANUAL. The manual will continue to focus on core competency areas and include enhanced discussions on planning for environmental results, indirect costs, budget and application review,

competition, post-award monitoring, the Integrated Grants Management System, and the Federal Audit Clearinghouse. (GAD, FY04)

- Develop, maintain, and update the on-line GRANT SPECIALIST TRAINING PROGRAM for grant specialists each year. (GAD, FY05-08)
- Automate the ADVANCED TRAINING FOR GRANT SPECIALISTS class. (GAD, FY06)

## OBJECTIVE 3: ENHANCE THE DELIVERY AND AVAILABILITY OF CLASSROOM TRAINING PROGRAMS FOR GRANT SPECIALISTS

- Schedule and facilitate SPECIALIZED TRAINING FOR GRANT SPECIALISTS for Headquarters and Regional participants on an as needed basis. (GAD, FY04-05)
- Conduct GRANT SPECIALIST CORE TRAINING CLASSROOM PROGRAMS each year. The trainings will emphasize core competency areas (including training for environmental results) and the Integrated Grants Management System. Expand training on core competencies including application, budget and procurement review, conducting grants competitions, and planning for environmental results. (GAD, FY04-08)

# GOAL 2: ENHANCE PROJECT OFFICER SKILLS



## OBJECTIVE 1: UPDATE NATIONAL PROJECT OFFICER TRAINING MATERIALS AND COURSE CURRICULA

- Establish a workgroup chaired by OGD that will produce the PROJECT OFFICER TRAINING MANUAL, 6th edition, which will serve as the basis for the required administrative portion of Project Officer training. The manual will emphasize the core competencies needed to manage grants. The workgroup will update the manual to include additional modules and enhanced text on pre-award budget cost review and procurement review, competition, Performance Partnership Grants, the Integrated Grants Management System, and environmental results in work plans. The terminology will reflect present practices (i.e. funding recommendation instead of decision memo) and the organization of the manual will follow the sequence of the grants process. The workgroup will be made up of Junior Resource Officials and Regional participants and will commence its work in the second quarter of fiscal year 2004, with the manual finalized by the fourth quarter. In future years, the manual will be updated to reflect new and revised policies and guidance issuances, as well as lessons learned. (GAD and workgroup, FY04 [6th ed.]
- Establish a cross-media, cross-regional workgroup, co-chaired by OGD and the program offices, that will develop a consis-

tent approach for appropriate individual or division training of Project Officers on required program-specific topics. Training should address the Program's mission, the Government Performance and Results Act, and environmental outcomes and should help Program Officers define measurement instruments for negotiating assistance agreement work plans. The workgroup will complete its work by the end of fiscal year 2005 by providing recommendations. (GAD and workgroup, FY04-05)

- Explore and develop the idea of an ASSISTANCE CERTIFICATION PROGRAM FOR PROJECT OFFICERS whose assistance agreement workload is lighter than that of most Project Officers. These project officers require more comprehensive training due to their infrequent work with assistance agreements. This goal may be pursued through the cross-media, cross-regional workgroup established above. (GAD and programs, FY05)
- Develop, pilot, and launch on-line targeted training for project officers on grants competition. (GAD, FY04-05)
- Develop the Integrated Grants Management System module for the PROJECT OFFICER TRAINING MANUAL. (GAD, FY05)

- Deploy advanced project officer training on competition. (GAD, FY05-08)

**OBJECTIVE 2: ENHANCE THE TRAINING PROGRAM THROUGH ON-LINE TRAINING SESSIONS**

- Produce on-line training for the BASIC PROJECT OFFICER COURSE, including verification of completion at each step. (GAD, FY04)
- Continue enhancement of the on-line training for the RE-FRESHER PROJECT OFFICER COURSE to include additional materials on pre-application review, competition, post-award monitoring, environmental outcomes, and other new areas covered in the PROJECT OFFICER TRAINING MANUAL. Each step should be verified upon completion. (GAD, FY04)
- Deploy on-line training for the BASIC PROJECT OFFICER COURSE, including verification of completion at each step. (GAD, FY05)
- Maintain and update on-line training for the REFRESHER PROJECT OFFICER COURSE to include any new or additional materials. (GAD, FY05-08)

- Update on-line training for the BASIC PROJECT OFFICER COURSE to include all enhancements to the current PROJECT OFFICER TRAINING MANUAL. (GAD, FY06-08)

**OBJECTIVE 3: ENHANCE THE DELIVERY AND AVAILABILITY OF CLASSROOM TRAINING PROGRAMS FOR PROJECT OFFICERS**

- Expand the BASIC HEADQUARTERS PROJECT OFFICER TRAINING CLASS to four days. The fourth day, which may stand alone, will be dedicated to training Project Officers on the Integrated Grants Management System. (GAD, FY04)
- Conduct six PROJECT OFFICER TRAINING SESSIONS at Headquarters each year, with special emphasis on core competency areas and on modules added to the PROJECT OFFICER TRAINING MANUAL. (GAD, FY04-08)
- Use an on-line registration form that closes a class when it is full and provides alternate dates. (GAD, FY04)
- Provide all class dates and locations of Project Officer training (occurring at Regions, Programs, and Headquarters) on the GAD training website to provide a complete picture of available training activities and training opportunities for prospective Project Officers. (GAD, programs, regions, FY04)

- Conduct REFRESHER HEADQUARTERS PROJECT OFFICER TRAINING CLASSES, with special emphasis on core competency areas, the Integrated Grants Management System, and new modules added to the PROJECT OFFICER TRAINING MANUAL. (GAD, FY04-07)

**OBJECTIVE 4: PURSUE STAND-ALONE INTERAGENCY AGREEMENT TRAINING**

- Develop and pilot CLASSROOM INTERAGENCY AGREEMENT TRAINING. (GAD, FY04)
- Develop an on-line INTERAGENCY AGREEMENT REFRESHER PROJECT OFFICER COURSE, as requested by Regional Grants Management Offices. This activity depends upon the completion of the streamlining workgroups project and the Interagency Integrated Grants Management Agreement. (GAD, FY04)
- Deploy CLASSROOM INTERAGENCY AGREEMENT BASIC PROJECT OFFICER COURSE. (GAD, FY05)
- Deploy on-line INTERAGENCY AGREEMENT REFRESHER PROJECT OFFICERS COURSE. (GAD, FY05)

- Maintain and update on-line training for the INTER-AGENCY AGREEMENT REFRESHER PROJECT OFFICER COURSE to include any new or additional materials. (GAD, FY05-08)
- Conduct CLASSROOM INTERAGENCY AGREEMENT REFRESHER PROJECT OFFICER COURSES on demand as needed. (GAD, FY06-08)



## **GOAL 3: DEVELOP THE CORE COMPETENCIES FOR MANAGERS AND SUPERVISORS**

### **OBJECTIVE 1: DEVELOP THE CORE COMPETENCIES**

- Develop and pilot MANDATORY MANAGER TRAINING for supervisors of project officers. (GAD, FY04)
- Establish a workgroup that will develop a training strategy and will expand the target audience for mandatory on-line managers involved in grant management training. (GAD and JROs, FY04-05)
- Produce and deploy on-line mandatory training for managers involved in grants management. (GAD, FY05)

### **OBJECTIVE 2: ENHANCE THE DELIVERY AND AVAILABILITY OF TRAINING PROGRAMS FOR MANAGERS AND SUPERVISORS**

- Conduct current on demand class-room GRANTS MANAGEMENT TRAINING PROGRAM for managers and supervisors. (GAD, FY04-08)
- Maintain and update on-line mandatory training for managers. (GAD, FY06-08)



# GOAL 4: TRAIN GRANT RECIPIENTS



## OBJECTIVE 1: DEVELOP TRAINING FOR GRANT RECIPIENTS

- Develop the curriculum for a RECIPIENT TRAINING CLASS for non-profits. (GAD, FY04)
- Develop a curriculum for ADMINISTRATIVE GRANTS MANAGEMENT TRAINING for American Indian Tribes. (GAD, FY04)
- Develop on-line RECIPIENT TRAINING. (GAD, FY04)



## OBJECTIVE 2: ENHANCE THE DELIVERY AND AVAILABILITY OF TRAINING PROGRAMS FOR GRANT RECIPIENTS

- Distribute grants management video, developed in fiscal year 2003, to nonprofit recipients. (GAD, FY04)
- Offer and maintain an on-line RECIPIENT TRAINING CLASS for non-profits with a supporting database to track the certification process. (GAD, FY05-08)
- Conduct ADMINISTRATIVE GRANTS MANAGEMENT TRAINING for American Indian Tribes. (GAD, FY05-08)



## GOAL 5: EVALUATION AND CONTINUOUS ENHANCEMENT

### OBJECTIVE 1: EVALUATE THE EFFICACY OF ALL TRAINING PROGRAMS

- Evaluate and assess whether programs and regions are delivering the trainings consistently. (GAD, FY04-08)
- Perform an assessment of the Plan at the end of the fiscal year that identifies training successes as well as areas in need of enhancement. (GAD and JROs, FY04-05, FY07-08)
- Assess the Project Officer certification process to determine whether EPA should change the re-certification periods to every two years instead of every three years. (GAD and JROs, FY05)
- Perform an overall assessment of Training Plan outputs, at the end of each fiscal year, evaluating and identifying outcomes using the General Accounting Office guide as a model (GAO-03-893G). (GAD, FY05-06)

### OBJECTIVE 2: ENHANCE THE DELIVERY AND AVAILABILITY OF ALL TRAINING PROGRAMS, MAKING NECESSARY ENHANCEMENTS BASED ON EVALUATION OF TRAINING

- Based on assessments as necessary, increase frequency of trainings, content of training, and expand on-line offerings. (GAD, FY04-08)
- Develop the 2008-2013 LONG-TERM TRAINING PLAN using available best practices and lessons learned in previous years. (GAD and workgroup, FY08)

**TABLE 1**  
**PERFORMANCE MEASURES FOR THE LONG-TERM GRANTS MANAGEMENT TRAINING PLAN**

PERFORMANCE MEASURES	BASELINE	TARGET	SOURCE OF DATA	CALCULATION/FIELDS
<b>GOAL 1: ENHANCE TRAINING FOR GRANTS SPECIALISTS</b>				
Percentage of grants handled by grant specialists who have taken the advanced training class	0	100% (FY08)	Certified Grants Specialists with Advanced Training and Active Grants	Number of active grants managed by grants specialists who have taken the advanced training class/total number of active grants
Percent increase in knowledge, measured by exam delivered before and after grant specialist classroom training	0	(75%) FY05 (80%) FY06 (85%) FY07 (90%) FY08	Exam	Change in average exam score after training/ average exam score before training



**TABLE 1 (CONTINUED)**  
**PERFORMANCE MEASURES FOR THE LONG TERM GRANTS MANAGEMENT TRAINING PLAN**

PERFORMANCE MEASURES	BASELINE	TARGET	SOURCE OF DATA: DATABASE(S)	CALCULATION/FIELDS
<b>GOAL 2: ENHANCE PROJECT OFFICER SKILLS</b>				
Percentage of grants managed by certified project officers	85% in December 2002	100% by April 2003	Certified Project Officers and Active Grants	Number of active grants managed by certified project officers/total number of active grants
Percentage of grants managed by project officers who have taken enhanced project officer refresher course	0	30% by 2004 60% by 2005 100% by 2006	Certified Project Officers who have taken Refresher Course and Active Grants	Number of active grants managed by project officers who have taken the enhanced refresher course/total number of active grants
Percent increase in knowledge, measured by exam delivered before and after project officer classroom training	0	(75%) FY05 (80%) FY06 (85%) FY07 (90%) FY08	Exam	Change in average exam score after training/ average exam score before training
Percent increase in knowledge, measured by exam delivered before and after refresher course	0	(75%) FY05 (80%) FY06 (85%) FY07 (90%) FY08	Exam	Change in average exam score after training/ average exam score before training

**TABLE 1 (CONTINUED)**  
**PERFORMANCE MEASURES FOR THE LONG-TERM GRANTS MANAGEMENT TRAINING PLAN**

PERFORMANCE MEASURES	BASELINE	TARGET	SOURCE OF DATA	CALCULATION/FIELDS
<b>GOAL 3: DEVELOP THE CORE COMPETENCIES FOR MANAGERS AND SUPERVISORS</b>				
Number of managers and supervisors who have taken mandatory manager training	0	100% (FY08)	Managers and Supervisors who have taken a training class and Active Grants	Number of managers and supervisors who have taken mandatory manager training/ total number of managers and supervisors managing active grants
Percent increase in knowledge, measured by exam delivered before and after manager training	0	(75%) FY05 (80%) FY06 (85%) FY07 (90%) FY08	Exam	Change in average exam score after training/ average exam score before training

**TABLE 1 (CONTINUED)**  
**PERFORMANCE MEASURES FOR THE LONG TERM GRANTS MANAGEMENT TRAINING PLAN**

PERFORMANCE MEASURES	BASELINE	TARGET	SOURCE OF DATA: DATABASE(S)	CALCULATION/FIELDS
<b>GOAL 4: TRAIN GRANT RECIPIENTS</b>				
Percentage of non-profit grant recipients trained	Under Development	30% (FY05) 60% (FY06) 100% (FY07)	Trained Grant Recipients and Active Grants	Number of grant recipients who have received training/ total number of grant recipients
Percent reduction in compliance issues on grants with trained grant recipients	Under Development	30% (FY05) 60% (FY06) 90% (FY07) based on statistical sample	Compliance Activities	Change in compliance issues among trained grant recipients/compliance issues among similar grant recipients, prior to training

**TABLE 2**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 1: ENHANCE TRAINING FOR GRANT SPECIALISTS</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<ul style="list-style-type: none"> <li>• Participate in the inter-agency workgroup that has been formed to explore a national GRANTS MANAGEMENT PROFESSIONAL CERTIFICATION PROGRAM. This program is modeled after a mandatory National Institute of Health program, created in November 1995 and directed by the Health and Human Services Deputy Assistant Secretary for Grants and Acquisition. The program includes agency-specific eligibility requirements at each certification level and evaluation of candidates.</li> <li>• Update the GRANT SPECIALIST TRAINING MANUAL. The manual will continue to focus on core competency areas and include enhanced discussions on planning for environmental results, indirect costs, budget and application review, competition, post- award monitoring, the Integrated Grants Management System, and the Federal Audit Clearinghouse.</li> <li>• Schedule and facilitate SPECIALIZED TRAINING FOR GRANT SPECIALISTS for Headquarters and Regional participants on an as needed basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the inter-agency workgroup that has been formed to explore a national GRANTS MANAGEMENT PROFESSIONAL CERTIFICATION PROGRAM. This program is modeled after a mandatory National Institute of Health program, created in November 1995 and directed by the Health and Human Services Deputy Assistant Secretary for Grants and Acquisition. The program includes agency-specific eligibility requirements at each certification level and evaluation of candidates.</li> <li>• Enhance core competencies of grant specialists through a national and standardized GRANT SPECIALIST TRAINING PROGRAM, to be delivered on-line.</li> <li>• Develop, maintain, and update the on-line GRANT SPECIALIST TRAINING PROGRAM for grant specialists each year.</li> <li>• Schedule and facilitate SPECIALIZED TRAINING FOR GRANT SPECIALISTS for Headquarters and Regional participants on an as needed basis. The first training session will cover accounting.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the inter-agency workgroup that has been formed to explore a national GRANTS MANAGEMENT PROFESSIONAL CERTIFICATION PROGRAM. This program is modeled after a mandatory National Institute of Health program, created in November 1995 and directed by the Health and Human Services Deputy Assistant Secretary for Grants and Acquisition. The program includes agency-specific eligibility requirements at each certification level and evaluation of candidates.</li> <li>• Develop the ADVANCED TRAINING FOR GRANT SPECIALISTS class.</li> <li>• Develop, maintain, and update the on-line GRANT SPECIALIST TRAINING PROGRAM for grant specialists each year.</li> <li>• Automate the ADVANCED TRAINING FOR GRANT SPECIALISTS class.</li> <li>• Conduct GRANT SPECIALIST CORE TRAINING CLASSROOM PROGRAMS each year. The trainings will emphasize core competency areas (including training</li> </ul>

**TABLE 2 (CONTINUED)**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 1: ENHANCE TRAINING FOR GRANT SPECIALISTS (CONTINUED)</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<ul style="list-style-type: none"> <li>• Conduct GRANT SPECIALIST CORE TRAINING CLASSROOM PROGRAMS each year. The trainings will emphasize core competency areas (including training for environmental results) and Integrated Grants Management System. Expand training on core competencies including application, budget and procurement review, conducting grants competitions, and planning for environmental results.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct GRANT SPECIALIST CORE TRAINING CLASSROOM PROGRAMS each year. The trainings will emphasize core competency areas (including training for environmental results) and Integrated Grants Management System. Expand training on core competencies including application, budget and procurement review, conducting grants competitions, and planning for environmental results.</li> </ul>	<p>for environmental results) and Integrated Grants Management System. Expand training on core competencies including application, budget and procurement review, conducting grants competitions, and planning for environmental results.</p>

**TABLE 2 (CONTINUED)**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 2: ENHANCE PROJECT OFFICERS SKILLS</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<ul style="list-style-type: none"> <li>• Establish a workgroup chaired by OGD that will produce the PROJECT OFFICER TRAINING MANUAL, 6th edition, which will serve as the basis for the required administrative portion of Project Officer training. The manual will emphasize the core competencies needed to manage grants. The workgroup will update the manual to include additional modules and enhanced text on pre-award budget cost review and procurement review, competition, Performance Partnership Grants, the Integrated Grants Management System, and environmental results in work plans. The terminology will reflect present practices (i.e. funding recommendation instead of decision memo) and the organization of the manual will follow the sequence of the grants process. The workgroup will be made up of Junior Resource Officials and Regional participants and will commence its work in the second quarter of fiscal year 2004, with the manual finalized by the fourth quarter. In future years, the manual will be updated to reflect new and revised policies and guidance issuances, as well as lessons learned.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a cross-media, cross-regional workgroup, co-chaired by OGD and the program offices, that will develop a consistent approach for appropriate individual or division training of Project Officers on required program-specific topics. Training should address the Program's mission, Government Performance and Results Act, and environmental outcomes and should help Program Officers define measurement instruments for negotiating assistance agreement work plans. The workgroup will complete its work by the end of fiscal year 2005 by providing recommendations.</li> <li>• Explore and develop the idea of an ASSISTANCE CERTIFICATION PROGRAM FOR PROJECT OFFICERS whose assistance agreement workload is lighter than that of most Project Officers. These project officers require more comprehensive training due to their infrequent work with assistance agreements. This goal may be pursued through the cross-media, cross-regional workgroup established above.</li> </ul>	<ul style="list-style-type: none"> <li>• Deploy advanced project officer training on competition.</li> <li>• Maintain and update on-line training for the REFRESHER PROJECT OFFICER COURSE to include any new or additional materials.</li> <li>• Update on-line training for the BASIC PROJECT OFFICER COURSE to include all enhancements to the current PROJECT OFFICER TRAINING MANUAL.</li> <li>• Conduct six PROJECT OFFICER TRAINING SESSIONS at Headquarters each year, with special emphasis on core competency areas and on modules added to the PROJECT OFFICER TRAINING MANUAL.</li> <li>• Conduct two REFRESHER HEADQUARTERS PROJECT OFFICER TRAINING CLASSES per year, with special emphasis on core competency areas, the Integrated Grants Management System, and new modules added to the PROJECT OFFICER TRAINING MANUAL. The second day of the training session will focus on the Integrated Grants Management System requirement.</li> </ul>

**TABLE 2 (CONTINUED)**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 2: ENHANCE PROJECT OFFICERS SKILLS (CONTINUED)</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<ul style="list-style-type: none"> <li>• Establish a cross-media, cross-regional workgroup, co-chaired by OGD and the program offices, that will develop a consistent approach for appropriate individual or division training of Project Officers on required program-specific topics. Training should address the Program's mission, Government Performance and Results Act, and environmental outcomes and should help Program Officers define measurement instruments for negotiating assistance agreement work plans. The workgroup will complete its work by the end of fiscal year 2005 by providing recommendations.</li> <li>• Develop, pilot, and launch on-line targeted training for project officers and grants competition.</li> <li>• Produce on-line training for the BASIC PROJECT OFFICER COURSE, including verification of completion at each step.</li> <li>• Continue enhancement of the on-line training for the REFRESHER PROJECT OFFICER COURSE to include additional materials on pre-application review, competition, post-award monitoring, environmental outcomes, and other new areas covered</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, pilot, and launch on-line targeted training for project officers and grants competition.</li> <li>• Develop the Integrated Grants Management System module for the PROJECT OFFICER TRAINING MANUAL.</li> <li>• Deploy advanced project officer training on competition.</li> <li>• Deploy on-line training for the BASIC PROJECT OFFICER COURSE, including verification of completion at each step.</li> <li>• Maintain and update on-line training for the REFRESHER PROJECT OFFICER COURSE to include any new or additional materials.</li> <li>• Conduct six PROJECT OFFICER TRAINING SESSIONS at Headquarters each year, with special emphasis on core competency areas and on modules added to the PROJECT OFFICER TRAINING MANUAL.</li> <li>• Conduct two REFRESHER HEADQUARTERS PROJECT OFFICER TRAINING CLASSES per year, with special emphasis on core competency areas, the Integrated</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and update on-line training for the INTERAGENCY AGREEMENT REFRESHER PROJECT OFFICER COURSE to include any new or additional materials.</li> <li>• Conduct CLASSROOM INTER-AGENCY AGREEMENT REFRESHER PROJECT OFFICER COURSES on demand as needed.</li> </ul>

**TABLE 2 (CONTINUED)**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 2: ENHANCE PROJECT OFFICERS SKILLS (CONTINUED)</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<p>in the PROJECT OFFICER TRAINING MANUAL. Each step should be verified upon completion.</p> <ul style="list-style-type: none"> <li>• Expand the BASIC HEADQUARTERS PROJECT OFFICER TRAINING CLASS to four days. The fourth day, which may stand alone, will be dedicated to training Project Officers on the Integrated Grants Management System.</li> <li>• Conduct six PROJECT OFFICER TRAINING SESSIONS at Headquarters each year, with special emphasis on core competency areas and on modules added to the PROJECT OFFICER TRAINING MANUAL.</li> <li>• Use an on-line registration form that closes a class when it is full and provides alternate dates.</li> <li>• Provide all class dates and locations of Project Officer training (occurring at Regions, Programs, and Headquarters) on the GAD training website to provide a complete picture of available training activities and training opportunities for prospective Project Officers.</li> </ul>	<p>Grants Management System, and new modules added to the PROJECT OFFICER TRAINING MANUAL. The second day of the training session will focus on the Integrated Grants Management System requirement.</p> <ul style="list-style-type: none"> <li>• Deploy CLASSROOM INTERAGENCY AGREEMENT BASIC PROJECT OFFICER COURSE.</li> <li>• Deploy on-line INTERAGENCY AGREEMENT REFRESHER PROJECT OFFICERS COURSE.</li> <li>• Maintain and update on-line training for the INTERAGENCY AGREEMENT REFRESHER PROJECT OFFICER COURSE to include any new or additional materials.</li> </ul>	



**TABLE 2 (CONTINUED)**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 2: ENHANCE PROJECT OFFICERS SKILLS (CONTINUED)</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<ul style="list-style-type: none"> <li>• Conduct REFRESHER HEADQUARTERS PROJECT OFFICER TRAINING CLASSES, with special emphasis on core competency areas, the Integrated Grants Management System, and new modules added to the PROJECT OFFICER TRAINING MANUAL.</li> <li>• Develop and pilot CLASSROOM INTER-AGENCY AGREEMENT TRAINING.</li> <li>• Develop an on-line INTERAGENCY AGREEMENT REFRESHER PROJECT OFFICER COURSE, as requested by Regional Grants Management Offices. This activity depends upon the completion of the streamlining workgroups project and the Interagency Integrated Grants Management Agreement.</li> </ul>		

**TABLE 2 (CONTINUED)**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 3: DEVELOP THE CORE COMPETENCIES FOR MANAGERS AND SUPERVISORS</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<ul style="list-style-type: none"> <li>• Develop and pilot MANDATORY MANAGER TRAINING for supervisors of project officers.</li> <li>• Establish a workgroup that will develop a training strategy and will expand the target audience for mandatory on-line managers involved in grant management training.</li> <li>• Conduct current on demand class-room GRANTS MANAGEMENT TRAINING PROGRAM for managers and supervisors.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a workgroup that will develop a training strategy and will expand the target audience for mandatory on-line managers involved in grant management training.</li> <li>• Produce and deploy on-line mandatory training for managers involved in grants management.</li> <li>• Conduct current on demand class-room GRANTS MANAGEMENT TRAINING PROGRAM for managers and supervisors.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct current on demand class-room GRANTS MANAGEMENT TRAINING PROGRAM for managers and supervisors.</li> <li>• Maintain and update on-line mandatory training for managers.</li> </ul>

**TABLE 2 (CONTINUED)**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 4: TRAIN GRANT RECIPIENTS</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<ul style="list-style-type: none"> <li>• Develop the curriculum for a RECIPIENT TRAINING CLASS for non-profits.</li> <li>• Develop a curriculum for ADMINISTRATIVE GRANTS MANAGEMENT TRAINING for American Indian Tribes.</li> <li>• Develop online RECIPIENT TRAINING.</li> <li>• Distribute grants management video, developed in fiscal year 2003, to nonprofit recipients.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer and maintain an on-line RECIPIENT TRAINING CLASS for non-profits and tribes with a supporting database to track the certification process.</li> <li>• Conduct ADMINISTRATIVE GRANTS MANAGEMENT TRAINING for American Indian Tribes.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer and maintain an on-line RECIPIENT TRAINING CLASS for non-profits and tribes with a supporting database to track the certification process.</li> <li>• Conduct ADMINISTRATIVE GRANTS MANAGEMENT TRAINING for American Indian Tribes.</li> </ul>

**TABLE 2 (CONTINUED)**  
**GRANTS MANAGEMENT PLAN ACTION ITEMS BY GOAL AND TARGET COMPLETION DATE**

<b>GOAL 5: EVALUATION AND CONTINUOUS ENHANCEMENT</b>		
<b>2004</b>	<b>2005</b>	<b>2006 AND BEYOND</b>
<ul style="list-style-type: none"> <li>• Evaluate and assess whether programs and regions are delivering the trainings consistently.</li> <li>• Perform an assessment of the Plan at the end of the fiscal year that identifies training successes as well as areas in need of enhancement.</li> <li>• Based on assessments as necessary, increase frequency of trainings, content of training and expand on-line offerings.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate and assess whether programs and regions are delivering the trainings consistently.</li> <li>• Perform an assessment of the Plan at the end of the fiscal year that identifies training successes as well as areas in need of enhancement.</li> <li>• Assess the Project Officer certification process to determine whether EPA should change the re-certification periods to every two years instead of every three years.</li> <li>• Perform an overall assessment of Training Plan outputs, at the end of each fiscal year, evaluating and identifying outcomes using the General Accounting Office guide as a model (GAO-03-893G).</li> <li>• Based on assessments as necessary, increase frequency of trainings, content of training, and expand on-line offerings.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate and assess whether programs and regions are delivering the trainings consistently.</li> <li>• Perform an assessment of the Plan at the end of the fiscal year that identifies training successes as well as areas in need of enhancement.</li> <li>• Perform an overall assessment of Training Plan outputs, at the end of each fiscal year, evaluating and identifying outcomes using the General Accounting Office guide as a model (GAO-03-893G).</li> <li>• Based on assessments as necessary, increase frequency of trainings, content of training, and expand on-line offerings.</li> <li>• Develop the 2008-2013 LONG-TERM TRAINING PLAN using available best practices and lessons learned in previous years.</li> </ul>

## **WE WELCOME YOUR COMMENTS!**

Thank you for your interest in the Environmental Protection Agency's Long-Term Grants Management Training Plan. We welcome your comments on how we can make this Plan a more informative document for our audience and stakeholders. Please send your comments to <http://www.epa.gov/ogd/grants/comments.htm> or write to:

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