
TRAINING AND COMMUNICATIONS

EMPLOYEE TRAINING AND DEVELOPMENT

CONTENTS

PURPOSE
REFERENCES
DEFINITIONS
POLICY
RESPONSIBILITIES
PROCEDURES
AUTHORITY
EFFECTIVE DATE

- PURPOSE**
- This MAPP establishes basic policies and assigns responsibilities for Center for Drug Evaluation and Research (CDER) training programs. Scientific courses conducted by the Staff College are the subject of Staff College MAPP 4550.2.
-

REFERENCES

- Federal Work Force Restructuring Act of 1994.
- Chapter 41 of Title 5 U.S. Code (formerly known as the Government Employees Training Act, P.L. 85-507).
- Food and Drug Administration (FDA) Staff Manual Guide 3120.1, "FDA Training and Staff Development Policy (general)." This guide establishes the general policy of the FDA in the area of training and career development and lists the corollary documents from Public Law, Executive Order, Office of Personnel Management (OPM) Regulations, and Department of Health and Human Resources (DHHS) Instruction, 410-1, Management of Training.
- FDA Staff Manual Guide 3120.2, "Staff Development and Training Responsibilities."

-
- FDA Staff Manual Guide 1432.1, "Approval and Acquisition of Training".
-

DEFINITIONS

- **Approving Official:** The person to whom the authority to approve training of Federal employees has been delegated and who makes the management decisions regarding the determination of training and the conduct of training within the provisions of 5 U.S.C., Chapter 41.
- **Detail:** A temporary assignment of an employee to a different position for a specific period with the employee returning to his regular duties at the end of the detail period. A detail may be used for training.
- **Off-the-Shelf Training:** A training course that is immediately available to the public, has a published price list/or brochure, and does not require any substantive changes to meet agency needs. Courses offered by individual consultants, where standard features and costs are established based on past practices, also are covered by this definition.
- **Self-Development:** The individual's recognition of his/her needs for development, motivation to seek opportunities, plans to fulfill development needs, and action to meet those needs. Active participation in professional and technical societies, self-study, off-duty education, reading of technical literature, and other self-initiated activities designed to expand the individual's knowledge and experience in the career field of choice are all part of the individual's self-development.
- **Training:** As defined Chapter 41 of Title 5, U.S. Code, training is the process of providing for and making available to an employee, and placing or enrolling the employee in a planned, prepared, and coordinated program, course, curriculum, system, or routine of instruction or education, in fields that will improve individual and organizational performance and assist in achieving the Center's mission and performance goals.

POLICY It is the policy of the Center for Drug Evaluation and Research to:

- Invest in the training of its employees in a manner and to an extent that has the greatest prospect of resulting in improved performance of employees in the conduct of their current duties and, thus, in enhanced program effectiveness.
- Actively encourage self-education, self-training, and self-improvement of its employees.
- Require that skills, knowledge, and abilities obtained from CDER-supported training assist in achieving CDER's mission and goals by improving employee and organizational performance.
- Provide all employees access to training and developmental opportunities in an equitable manner consistent with the availability of resources.
- Emphasize that government-supported training should be used to supplement, not replace, efforts made by employees to achieve their career objectives.
- Use existing methods and develop additional methods to meet training needs, including contract courses, seminars, workshops, meetings, conferences, and training details.
- Assess the effectiveness of training received by employees in relation to the requirements of the job.
- Ensure that competitive procedures are used when applying for training that is necessary for promotion. This requirement is defined by the OPM Handbook X-118, Qualification Standards. However, this requirement does not apply to employees who are in career ladders for which they previously competed.

The following information will be used in approving individual training requests:

- Employee's need for training in relation to the program and organization's mission or needs and performance goals.
- Total dollar cost, including travel and per diem.
- Amount of time employee will be away from the job.

- Employee's position and qualifications in relation to established prerequisites or level of training under consideration.
 - Other training previously taken by the employee.
 - Expected benefit to the Center/Agency from the employee's improved knowledge, skill, and performance from the requested training.
 - Quality of courses relative to other comparable courses when written evaluations are available for review.
 - Availability of other personnel similarly trained.
-

RESPONSIBILITIES

Division of Training and Development (DTD) is responsible for:

- Developing Center training policies, procedures, and programs.
- Assessing the training needs of the Center and recommending to the Director, CDER, a balanced program to meet these needs.
- Identifying and/or developing specific training programs or courses to meet these needs.
- Reviewing proposed Center-initiated contract training programs for their relevance to Center needs prior to approval.
- Defining and recommending training policy and operational procedures for training programs.
- Providing program support for the development of in-house or contract training courses, including identification of course needs, development of course proposals, negotiation with universities, professional groups, and consultants.
- Preparing and monitoring an annual centralized training plan and budget.
- Directing the evaluation of the Center's training programs.
- Implementing Center training policies, procedures, and programs.

- Maintaining liaison with the Compensation, Benefits and Training Branch, OHRM, and other training institutions.
- Maintaining a central library of training and development resources available for review and use by all employees.

Office Directors of the Center shall be responsible for:

- Directing that Office Program Management officers maintain any records and develop any reports regarding career development and training activities as they may deem necessary for their office.
- Recommending to the Director, Division of Training and Development, specific development and training programs needed for employees in their organization, including centralized training needs and proposed contract courses to meet common needs of their employees.
- Approving action on no-cost individual training requests, such as training provided by the CDER Division of Training and Development.
- Making staff available to serve as members of the various Center training committees and/or as lecturers in Center-conducted courses.

Supervisors at all levels will be responsible for:

- Identifying and prioritizing training needs.
- Providing on-the-job training, where appropriate.
- Discussing individual development plans with their employees. Encouraging them to develop their potential to achieve organizational performance goals by maintaining and improving their skills through appropriate training.
- Ensuring that employees are released from their official duties to participate in approved training and development programs within workload constraints.
- Assessing the effectiveness of training received by employees under their supervision in relation to their pre- and posttraining performance level.
- Ensuring completion of a Training Evaluation Form (FDA-1599) and forwarding it to the employee's official personnel folder.

Employees will be responsible for:

- Assuming the basic responsibility for their own development by planning and participating in education and training that will meet the full educational and technical qualifications of their own career and professional objectives.
 - Taking full advantage of all approved training and development; participating fully and reporting progress and/or grades to their supervisors.
 - Evaluating completed training by completing the Training Evaluation Form (FDA-1599) and forwarding it to their supervisor for signature.
 - Ensuring that completed training is documented in their official personnel folder and periodically reviewing its contents for accuracy.
 - Registering for and receiving their personal Continuing Education (C.E.) number from the DTD (for employees who require C.E. credits).
-

PROCEDURES**Request For and Authorization of Training:**

- Nominations for training require the completion of Form HHS-350 and processing through supervisory channels. Electronically generated registration should be forwarded to the supervisor for approval.
- Employees may nominate themselves for any training course or program that will improve individual and organizational performance and assist in achieving the Center's mission and performance goals, for which they are eligible.
- Supervisors or managers may nominate an employee or groups of employees for training that will improve individual and organizational performance and assist in achieving the Center's mission and performance goals.
- All training nominations and requests should be submitted at least 15 working days prior to the scheduled course starting date, or nomination deadline to allow sufficient time for processing. All training requests must be properly authorized prior to the start of any training.

Cancellation of Training: If cancellation becomes necessary, a memorandum stating the reason for the cancellation should be submitted to the authorizing official through the same channels as the original nomination forms. When time is a factor, cancellations should also be telephoned through the channels indicated above. If the appropriate cancellation action does not take place, the nominee may be held responsible for reimbursing FDA for the costs incurred.

- **Employee's Responsibilities:** Once the employee has begun the course, or has not canceled it in time to avoid a cost to CDER, the employee must submit a memorandum specifying the reasons for withdrawing from the course. This memorandum should be submitted through their immediate supervisor and then to the authorizing official, for the official's decision regarding possible reimbursement by the employee of funds expended for the training course (not including salary).
- **Supervisor's Responsibilities:** The supervisor is ultimately responsible for ensuring that the employee who withdraws from a course notifies the authorizing official, the training facility, and other personnel as required. The supervisor should forward the employee's memorandum with the supervisor's written recommendation regarding cancellation and indicate whether reimbursement should be required from the employee.

AUTHORITY

Delegations:

- The Center Director, Deputy Center Directors, and the Center Executive Office have the authority to approve all training, and to acquire off-the-shelf training where direct costs do not exceed \$25,000.
- The Director, Division of Compensation, Benefits, and Training, and the FDA Training Officer, DCBT, OHRMS, have the authority to acquire off-the-shelf training where costs exceed \$25,000.
- The Director, Office of Human Resources and Management Services, OM, OMS, OC, has the authority to authorize a waiver of reimbursement for employees who voluntarily leave HHS before completing their required service agreement.

Limitations:

- The Assistant Secretary for Management and Budget (ASMB) retains the authority to approve and acquire department-wide training that is managed by the ASMB's office.
- No FDA official may approve or acquire his/her own training. Such training must be approved and acquired by an official occupying a higher organizational level of authority.
- These authorities must be exercised in accordance with all applicable training laws, regulations, and policies.

Redelegation and Certification. The authority to approve all training and acquire off-the-shelf training where direct costs are \$25,000 or less may be redelegated no lower than to CDER management officers. The authority to acquire off-the-shelf training where direct costs exceed \$25,000 and also to authorize a waiver of reimbursement for employees who voluntarily leave HHS before completing their required service agreement may not be redelegated further.

Any redelegation must be in writing and specify the nature and extent of the authority redelegated. Delegates must be certified as knowledgeable about relevant legal, regulatory, and policy requirements. Each time a redelegation is made, a copy must be furnished to the FDA Delegations Officer (HFA-340) and the FDA Training Officer (HFA-410). Delegates are subject to compliance audits.

EFFECTIVE DATE

This guide is effective upon date of publication.