

Department of Homeland Security
National Protection and Program Directorate
Directive Number: NPPD 064-02
Revision Number: 00
Issue Date: 05/04/11
Advanced External Training Opportunities

I. Purpose

This directive provides the National Protection and Programs Directorate (NPPD) policy and procedures regarding the approval process, recruitment, selection, and evaluation for advanced external training opportunities (to include centrally managed, technical/operational, and ad hoc individual training and development programs).

II. Scope

This directive applies to all NPPD organizational elements.

III. Authorities

- A. DHS Delegation 17001 “Delegation to the Under Secretary for National Protection and Programs.”
- B. DHS Delegation 17001 “Delegation of Human Capital and Personnel Authority to the Under Secretary for National Protection and Programs Directorate.”
- C. NPPD Management Directive 064-01 “Training and Learning Board.”

IV. Definitions

- A. **Centrally Managed Programs:** Competitive programs that provide leadership training and development opportunities and are managed through the Enterprise Learning Academic Programs Office and/or the NPPD Office of Professional Development and Training (PD&T). This includes the Center for Homeland Defense and Security, National Defense Intelligence College, Department of Defense (DOD) Senior Service Schools, Federal Executive Institute, and Harvard Business School Executive Education. This training provides knowledge, skills, and abilities to develop future leaders and supports succession management planning. PD&T will maintain an ongoing list of centrally managed programs that are appropriate developmental opportunities for NPPD employees.
- B. **Non-centrally Managed Programs:** Leadership training needs that are not met by the centrally managed programs. These programs would include academic and

executive in residence programs offered by the Office of Personnel Management or colleges or universities.

- C. **Technical/Operational Training Programs:** Training to acquire advanced or specific operational knowledge, skills, and abilities needed to meet a particular program or mission need.
- D. **Training and Learning Board (TLB):** A reviewing and recommending body charged with providing strategic guidance for training and development that provides a forum for reviewing all learning and development programs/opportunities.

V. Responsibilities

- A. The NPPD Deputy Under Secretary, as Chair of the NPPD Executive Resources Board, has oversight for ensuring development of NPPD employees.
- B. The Director, PD&T, has overall responsibility for leadership and direction of NPPD training and professional development programs.
- C. The TLB is responsible for making recommendations to the Deputy Under Secretary on candidates to centrally managed programs.
- D. NPPD Subcomponents must have processes in place to provide approved lists of qualified candidates, in priority order, to attend centrally managed leadership development programs. NPPD Subcomponents must verify that individuals requesting advanced external training opportunities are in compliance with their mandatory and required training prior to forwarding or approving any request.
- E. Supervisors are responsible for making determinations and recommendations for advanced external training, and for ensuring compliance with the measurement requirement for sharing knowledge gained, as indicated in Section VIII(C).
- F. Employees must relate their training request to their Individual Development Plan (IDP) prior to seeking approval for attending any advanced external training. Individuals are responsible for their own career development and for obtaining the required approval, documentation, and funding through their chains of command prior to applying for a training program. Employees attending advanced external training are required to share their learning, as determined between employee and supervisor (See Section VIII(C) below).

Employees must submit a Continued Service Agreement (CSA) (Department of Homeland Security (DHS) Form 3307) with their request.

Employees are required to complete a Standard Form 182 (SF 182), Request, Authorization, Agreement and Certification of Training within the DHScovery Learning Management System for each program or course. Requests shall be submitted to allow sufficient time (10 working days) to receive all levels coordination

and approval prior to the submission deadline. If a CSA is required, participants must indicate such in block B15 and include the expiration date of the CSA in block B16.

- G. PD&T and NPPD Subcomponents are responsible for ensuring that training is documented in the DHScovery Learning Management System and the documentation is entered into individuals' training records/files.
- H. PD&T is responsible for coordinating and tracking the assessment and post course activity for centrally managed programs. Technical/operational and non-centrally managed development assessments should be coordinated by the participant's training officer with a copy furnished to PD&T.

VI. Policy

- A. The NPPD Deputy Under Secretary must concur with all proposed advanced external training opportunities that require absences from duty exceeding 10 consecutive business days or tuition exceeding \$5,000, excluding travel and per diem expenses.
- B. NPPD Subcomponent Heads and the NPPD Chief of Staff (for employees within the Office of the Under Secretary(OUS) must concur with all proposed advanced external training opportunities that require absences from duty exceeding five consecutive business days, but not to exceed 10 consecutive business days, or tuition exceeding \$2,500, but less than \$5,000, excluding travel and per diem expenses.
- C. Subcomponent Heads must concur with all proposed advanced external training opportunities that require absences from duty of five consecutive business days or less or tuition below the \$2,500, threshold, excluding travel and per diem expenses. This authority is exercised consistent with established NPPD OUS/office/service policy.
- D. PD&T will identify and oversee the use of centrally managed advanced training programs (e.g., Open Enrollment opportunities at colleges and universities, DHS sponsored programs, and DOD Senior Service Schools). Programs will be announced annually by PD&T to NPPD Subcomponents through the NPPD Executive Secretariat process.
- E. NPPD Subcomponents are financially responsible for any penalty, transfer fee, and charges incurred by participants of advanced external training if the trainee is not able to attend the designated course. A commitment to the training and funding is implied when NPPD Subcomponents provide a prioritized list of applicants.
- F. Employees must submit a CSA with their request for all events as required by the DHS Interim Policy for CSAs (5 U.S.C. 4108, 5 CFR 410.309). In accordance with Interim Policy for CSAs, an employee must, subject to a DHS waiver, reimburse DHS if he or she leaves prior to completing the period of service time specified in the CSA.

- G. All senior executives are expected to complete one formal development program at the executive level upon appointment to the Senior Executive Service (SES) or appointment as an SES official within NPPD. This is a one-time expectation and does not preclude executives from pursuing further opportunities.

VII. Procedures

A. Centrally Managed Programs:

For centrally managed leadership programs:

- 1) PD&T will solicit applications for the programs being offered that year. Working with their training officers, Subcomponent Heads will select and endorse applicants based on alignment with organizational succession planning and goals.
- 2) Each NPPD Subcomponent will determine how to prioritize applicants for a particular program. Subcomponent Heads will make approval/non-approval determination of the eligibility of their candidates and provide nomination packages to PD&T.
- 3) PD&T will review all application packages for completeness. PD&T will prepare a memorandum to present the candidates' applications to the TLB. The TLB will make recommendations to the Deputy Under Secretary, who will make final decisions.
- 4) For those competitive centrally managed programs that are being funded by the Department, PD&T will forward approved nomination packages to the Office of the Chief Human Capital Officer for competitive consideration. Upon final decision, PD&T will notify the appropriate office or service head, training officer, and employee of the Department's approval or non-approval.
- 5) For those centrally managed programs that are not funded by the Department, PD&T will notify the appropriate Subcomponent Head, training officer, and employee of the Deputy Under Secretary's approval or non-approval.
- 6) Other than those competitive training programs offered and funded by the Department, each office and service will fund the tuition and travel. Any exceptions to this policy will be clarified in the program announcements.

- B. **Non-centrally Managed Programs:** In some instances, individual employees may have leadership training needs that are not met by the centrally managed programs. NPPD Subcomponents should first review available DHS courses and their scheduled offerings. If the need cannot be met by these courses, seats may be procured on an ad hoc basis in classes offered to the general public. These ad hoc programs should not only address the mission and required skills, but make fiscal sense when compared to other available programs of a comparable nature.

When using programs on an ad hoc basis:

- 1) The threshold requirements contained within this document at VI, A-C, must be adhered to.
 - 2) PD&T must be notified of the employee's name, office/program, title of training course taken, source of training, length of course, and cost by email to NPPD.Training@hq.dhs.gov.
 - 3) NPPD Subcomponents are responsible for funding tuition and travel and must ensure completed training is recorded into the training records system.
- C. **Technical/Operational Training Programs:** Programs specifically selected by a Subcomponent to acquire the operational knowledge, skills, and abilities to meet a specific office need.

For these technical/operational programs:

- 1) Each office, service, or individual identifies the specific need, course, and training institution. The technical training may include individual events or a planned series of the same training event, which is publicly available, off-the-shelf, and requires no more than minor modifications, at no additional cost, to meet NPPD requirements.
- 2) NPPD Subcomponents are responsible for covering the tuition and travel costs for those selected to attend.
- 3) The threshold requirements contained within this document at VI, A-C, must be adhered to.

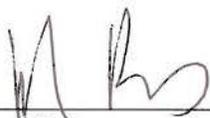
VIII. Measurement

- A. Employees in advanced training opportunities (described in this document) must furnish a written assessment of the effectiveness of the training program within two weeks of their return to official duty. The assessment tool is available on the PD&T SharePoint site. For centrally managed programs, the written assessment should be submitted to the specified program manager in PD&T. For technical/operational and ad hoc development, the written assessment should be submitted to the participant's training officer. The assessment will determine the overall effectiveness of the training provided and will be used to determine whether a program warrants continued use by NPPD.
- B. Approximately four months after completion of centrally managed training, PD&T will send a second request for course evaluation to participants and their supervisors. This evaluation will assess the impact of the training on the individual's job performance and on NPPD's overall mission.

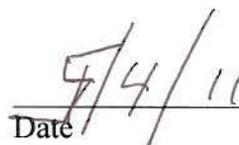
- C. Within six months after course completion of a centrally managed program, the participants should complete a post course activity (as determined by participants and their supervisors) to share their newly acquired knowledge with colleagues.
- D. PD&T will coordinate and track the assessment and post course activity for centrally managed programs.

VI. Effective Date and Implementation

This policy is effective immediately upon signature and is valid for three years from the date of signature.



Rand Beers
Under Secretary
National Protection and Programs Directorate



Date