FSA
HANDBOOK

Employee Development and Training

To access the transmittal page click on the short reference.

For All FSA Offices

SHORT REFERENCE

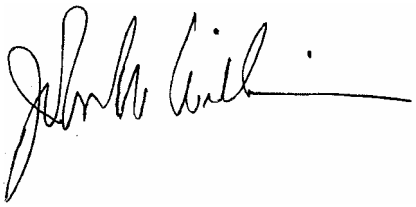
6-PM
(Revision 6)

UNITED STATES DEPARTMENT OF AGRICULTURE
Farm Service Agency
P.O. Box 2415
Washington, DC 20013-2415

UNITED STATES DEPARTMENT OF AGRICULTURE
Farm Service Agency
Washington, DC 20250

Employee Development and Training 6-PM (Revision 6)	Amendment 8

Approved by: Deputy Administrator, Management



Amendment Transmittal

A Reasons for Amendment

Subparagraph 69 B has been amended to update a form reference.

Part 13 has been added to include information about FLP training programs.

Exhibits 10 and 11 have been added to provide FLP testing and software information.

B Action

All offices shall review this amendment to become familiar with the updated employee development and training policy and procedures.

C Labor-Management Obligations

Where exclusive representation exists, bargaining may be requested to the extent allowed by applicable statutes. Where contract language already addresses these policies and procedures for bargaining unit employees, contract language prevails.

Page Control Chart		
TC	**Text**	**Exhibit**
3, 4	5-3, 5-4 13-1 through 13-15 (add)	1, pages 1, 2 page 3 (add) 10, pages 1-4 (add) page 5 (add) 11, pages 1, 2 (add)

Table of Contents

Page No.

Part 1 General Provisions

1	Overview	1-1
2	HRD Responsibilities	1-4
3	KCAO, PD, Employee Development Branch Responsibilities	1-8
4	EDSO Responsibilities	1-9
5	State Office Responsibilities	1-10
6	Staff Planning and Training Responsibilities	1-15
7	National Office Responsibilities	1-18
8	Designating Training Coordinators/Contacts	1-20
9-19	(Reserved)	

Part 2 Training Facilities (Except Counties)

20	Overview	2-1
21	National Training Facilities	2-2
22	State Office Training Facilities (Except Counties)	2-3
23	Other Field Offices Facilities (Except Counties)	2-4
24	Training Resource Libraries (Except Counties)	2-5
25	Career Development Center (National Office Only)	2-7
26-34	(Reserved)	

Part 3 Requesting, Approving, and Recording Training

35	Overview	3-1
36	Authorized Training Expenses	3-6
37	SF-182 Approval	3-8
38	Completing SF-182 (National Office Only)	3-9
39	Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices, and Federal County Employees Only)	3-14
40	Distributing SF-182P (KCCO and Kansas City Field Offices Only)	3-22
41	Completing SF-182 (County Office Non-Federal Employees Only)	3-24
42	Using FSA-606, Individual Training Record	3-32
43	Codes for SF-182, Item 20	3-34
44-53	(Reserved)	

Table of Contents (Continued)

Page No.

Part 4 Quality Control and Evaluation of Training Meetings

54 Overview 4-1
55 Training Meetings 4-1
56 Evaluation of Training 4-2
57 Conferences and Meetings 4-4
58 (Withdrawn--Amend. 2)
59-67 (Reserved)

Part 5 Orientation Programs

68 Overview 5-1
69 New Employees 5-2
70 Field and State Executive Directors 5-4
71 State Committee Members 5-5
72-82 (Reserved)

Part 6 On-the-Job Training Programs

83 Overview 6-1
84 Training in Present Job 6-1
85 Cross-Training 6-3
86 Temporary Duty Training 6-4
87 Job Rotation Training 6-6
88-98 (Reserved)

Part 7 Individual Development Plans

99 Overview 7-1
100 Using Individual Development Plan 7-1
101 Completing FSA-600, Individual Development Plan 7-4
102-112 (Reserved)

Table of Contents (Continued)

Page No.

Part 8 Training Programs

113 Overview 8-1
114 Program and Technical Training 8-2
115 Basic Skills, Organization and Operations Training 8-3
116 Management Development Training 8-4
117 (Withdrawn--Amend. 4)
118 Interagency and Non-Government Training 8-9
119 Academic Training 8-11
120 District Director Training Program 8-13
121 Civil Rights Training 8-15
122 (Withdrawn--Amend. 4)
123 Long-Term Training and Development 8-18
124-133 (Reserved)

Part 9 County Operations Trainee Program

134 Overview 9-1
135 Planning and Scheduling Training 9-5
136 COT Training Requirements 9-7
137 National Minimum Training Standards for CED Positions 9-10
138 Completing FSA-279, County Operations Trainee Progress Register 9-13
139 Completing FSA-854, Evaluation of County Operations Trainee 9-17
140-150 (Reserved)

Part 10 Program Technician Training Program

151 Overview 10-1
152 Program Technician Training Program 10-1
153 (Withdrawn--Amend. 6)
154-164 (Reserved)

Part 11 Other Training

165 Overview 11-1
166 County Operations Reviewer Training Program 11-1
167 Training Foreign Nationals 11-4
168-178 (Reserved)

Table of Contents (Continued)

Page No.

Part 12 Using Outside Speakers, Instructors, and Facilities

179 Overview 12-1
180 Authority 12-1
181 Contracting for Outside Speakers 12-2
182 Group Training 12-3
183-190 (Reserved)

Part 13 FLP Training Programs

Section 1 FLO Training Program

191 General Provisions 13-1
192 Orientation 13-3
193 Training Modules 13-4
194 CFAT 13-4
195 Experience 13-6
196 Testing 13-7
197 Monitoring Training Progress 13-12
198 Completing FLP Training 13-14

Exhibits

1 Reports, Forms, Abbreviations, and Redelegations of Authority
2 Definitions of Terms Used in This Handbook
3-9 (Reserved)
10 Accessing and Using FLOTRACK
11 Training Modules by Comprehensive Exam Category and Program Area

Part 1 General Provisions

1 Overview

A Handbook Purpose

This handbook is applicable to all offices and employees. It contains employee development, training, and staff planning responsibilities.

B Sources of Authority

The provisions of this handbook are authorized under:

- the Government Employees Training Act (Pub. L. 85-507)
- 5 CFR 410
- OPM requirements
- USDA requirements
- other administrative authority.

C Government-Sponsored Training Programs

It is necessary, desirable, and in the public interest that self-education, self-improvement, and self-training by employees be supplemented and extended by Government-sponsored programs to promote efficiency and economy in operating the Government.

These programs shall:

- improve individual and organizational performance and assist in achieving the Agency's mission and performance goals
- be designed to lead to:
  - lower turnover of personnel
  - uniform administration of training
  - fair and equitable treatment of employees with respect to training.

Continued on the next page

D
FSA Training Objectives

FSA's training objectives are to improve farm program administration to better serve the public by providing:

- intensive orientation and training of new personnel
- training to improve:
  - the knowledge, skills, and abilities of committee members and employees in their present jobs
  - supervisory and management practices
- career enhancement and development opportunities
- employee development and training opportunities for employees regardless of:
  - race
  - color
  - age
  - sex
  - national origin
  - religion
  - marital status
  - disability
  - membership or nonmembership in an employee organization
- *--training that is not offensive to, or designed to change, participants' personal values or lifestyle outside the workplace.--*

Continued on the next page

E
Organizational Relationships

Organizational relationships are shown in this subparagraph.

FSA Guidance. HRD shall provide overall FSA-wide employee development and training program guidance.

Primary Responsibility. Each unit head shall provide employee development and training programs for the unit. HRD and training specialists shall assist with these programs.

Day-to-Day Operations. Training coordinators shall carry out the policies and programs of the unit head. Unit heads shall designate training coordinators/contacts.

Advice and Planning Assistance. HRD shall provide advice and assistance to unit heads and training coordinators/contacts.

***--F**
Exclusions

States that have fully implemented the CAMS training administration module shall follow the CAMS procedures to request, authorize, certify, and record an employee's training. During the implementation of the I*CAMS training administration module, offices shall follow I*CAMS procedures to request training. Offices not using CAMS or I*CAMS shall follow procedures in this handbook.**--***

G
Related Handbooks

FSA handbooks related to employee development and training include:

- 98-FI for appropriation codes
- 27-PM for COT training.

---

2 HRD Responsibilities

A
Delegating Responsibilities

FSA is responsible for employee development and training programs. Responsibility for FSA employee development and training programs is delegated to the Director, HRD, through DAM.

B
Policy Responsibilities

HRD, TDB is responsible for managing FSA employee development and training programs, which include:

- providing professional development, technical, career counseling, guidance, interpretation, and advisory assistance to FSA employees on the application and requirements of:
  - training laws
  - regulations
  - policies
  - procedures
- establishing and maintaining employee development and training program standards
- providing staff leadership throughout FSA
- recommending, formulating, and developing national policy
- providing training instructions.

Continued on the next page

C
Program Responsibilities

HRD, TDB's program responsibilities include the following:

- coordinating the program, developing procedures, and monitoring and evaluating training
- evaluating the overall effectiveness of the FSA employee development and training programs
- coordinating national training needs assessments
- analyzing FSA management and program operations to determine program training needs
- supervising national training programs
- arranging, conducting, and evaluating training courses for National Office employees
- assisting other units in planning, coordinating, conducting, and evaluating training meetings
- *--monitoring KCAO, PD, Employee Development Branch training--* activities to ensure that they are according to FSA training policies.

Continued on the next page

D Administrative Responsibilities

HRD, TDB's administrative duties include the following:

- providing information and training to FSA employees
- maintaining required records on training
- assisting division and staff training coordinators/contacts in carrying out their training responsibilities
- selecting training locations and facilities
- establishing and maintaining a Career Development Center
- establishing and maintaining a training resource library for National Office employees
- researching latest training systems, techniques, materials, and audiovisual methods for improving FSA operations
- requesting that the contracting officer procure group training with the training offices' assistance.

E Videotape Training Responsibilities

HRD, TDB shall:

- coordinate the development and production of FSA training videotapes
- monitor the quality of nationally released FSA training videotapes
- assist other units with planning and implementing training videotapes.

Continued on the next page

F Responsibilities to Field Offices

HRD, TDB's Field Office responsibilities include:

- assisting Field Office training specialists in carrying out their responsibilities
- arranging and conducting national training courses for Field Office personnel
- ***--**assisting Field Offices in implementing the CAMS/I*CAMS training administration module within their offices and authorizing exceptions to this handbook because of implementing CAMS/I*CAMS**--***
- visiting Field Offices, as necessary, to:
  - review progress and assist in planning training programs
  - evaluate results of employee development and training programs
- using field resource personnel, such as detailing CED's, program assistants, or DD's to assist in developing training guides and training materials and to serve as instructors

  Note: State Offices may use these individuals to assist with Statewide training programs.
- assisting State Offices in arranging State-wide training programs for program assistants.

*--3 KCAO, PD, Employee Development Branch Responsibilities

A
Overall Responsibilities

PD, Employee Development Branch is responsible for program and operational planning as it involves employee development and training for APFO, KCCO, Kansas City Field Offices, and State Offices.

B
Specific Responsibilities

PD, Employee Development Branch is responsible for:--*

- providing staff guidance
- developing, conducting, and evaluating training programs for State and Field Office employees
- identifying employee training needs
- assisting State Training Coordinators in carrying out their responsibilities
- processing training requests and inputting information into the NFC-TRAI System for Field and State Offices employees
- maintaining required records on training
- *--establishing and maintaining a training resource library for Kansas City Field Office employees--*
- requesting that the contracting officer procure group training with the training offices' assistance
- evaluating results from employee development and training programs
- visiting State Offices, as necessary, to:
  - review progress and assist in planning training programs
  - assist in delivering training
  - evaluate results of training programs.

*--4 EDSO Responsibilities

A Specific Responsibilities

EDSO shall:--*

- orient STC's and SED's
- assist HRD, TDB in establishing and coordinating multi-State training programs, when appropriate
- recommend candidates for National Training Task Forces as required

* * *

- ensure that State Offices have a training coordinator
- recommend State or County Office employees to serve as instructors
- use State Office evaluations to monitor COT and CED trainee progress
- *--assist HRD and KCAO, PD in providing adequate program training for--* State Office agricultural program specialists.

5 State Office Responsibilities

A
STC Responsibilities

STC shall provide program administration by:

- setting State training policy, within national guidelines
- establishing employee development and training
- providing leadership and guidance, with SED, for employee development and training programs within the State
- *--conducting a basic orientation and training course, using the nationally developed course for new COC members, alternates, and advisors as soon as possible after election
- establishing the March 30 deadline for County Offices to prepare PE-175R, COC Orientation and Training, reporting the status of the basic orientation and training course to the State Office

  Note: Negative reports are required. Indicate whether training was not completed or if there were no new COC members, alternates, or advisors.

- reporting the status of the orientation training to EDSO by April 15--*
- evaluating results of employee development and training programs
- selecting candidates for COT program to ensure placement of highly qualified employees in vacant CED positions
- certifying COT's qualifications for placement after trainee has successfully completed prescribed course of training
- terminating COT's FSA services if progress is unsatisfactory
- coordinating the Civil Rights Training Program.

Continued on the next page

B
SED Responsibilities

SED's shall:

- provide leadership in overall employee development, training, and staff planning

- designate State training coordinator/specialist

- ***--**ensure that the CAMS/I*CAMS training administration module process is used by employees and training coordinators and that duplicative processes in recording, authorizing, or approving training are eliminated**--***

- appoint a State training committee (optional), no longer a mandatory requirement

- ensure that FSA-600 has been completed for permanent full-time Federal employees and for each COT

  Note: FSA-600 is optional for other State and County Office employees.

- request any necessary training reports

- evaluate results of employee development and training programs

- after STC has certified that the trainee is qualified, have jurisdiction over a trainee who is not appointed to a regular CED job. Assign the trainee to responsible, productive duties that will further the training and qualifications of that trainee for a CED position.

Continued on the next page

C
State Agricultural Program Specialist Responsibilities

State Office agricultural program specialists **may** be required to:

- prepare applicable program training materials for COT and CED trainees, including training course outline
- plan and conduct training meetings and workshops to provide program knowledge, skills, and abilities essential for State and County employees
- visit County Offices to assist in developing, conducting, and evaluating training.

D
DD Responsibilities

DD's shall:

- promote and coordinate COC, CMC, and employee development and training programs in the district
- assist COC's and CED's in carrying out CMC and employee development and training responsibilities
- act as training liaison between State and County Offices.

Continued on the next page

E
State Training Coordinators Responsibilities

State Training Coordinators are responsible to the unit head. State Training Coordinators shall ensure that the employee development and training programs meet FSA's training objectives and provide assistance as follows:

- assist supervisors and employees in preparing FSA-600's

- *--use training administration portions under CAMS to approve, monitor, and report employee training activities--*

- develop CED trainees and conduct understudy programs

- plan, schedule, and supervise trainees and understudies

- evaluate the results of employee development and training programs

- use appropriate outside training courses

- plan and conduct training meetings and develop training materials

- supervise operation of training facilities

- establish and maintain a training resource library

- research, develop, and distribute needed training materials, such as:

  - audiovisual aids
  - agenda
  - handout material
  - course outlines
  - lesson plans

- plan and conduct training meetings, including providing instructor training for employees who conduct training programs

Continued on the next page

E
State Training Coordinators Responsibilities (Continued)

- establish quality control of training meetings to ensure acceptable results
- use qualified outside instructors in training courses if they can contribute useful and practical learning experiences not available through in-house programs
- prepare and maintain training forms, records, and reports
- visit County Offices, as necessary, to:
  - review progress and assist in planning training programs
  - assist in delivering training
  - evaluate results of employee development and training programs.

6 Staff Planning and Training Responsibilities

A
Unit Head Responsibilities

Unit heads shall:

- provide leadership in overall employee development, training, and staff planning
- ensure that the appropriate training office approves training activities, training videos, or both
- encourage and ensure that all interested employees are offered an opportunity for training that will improve individual and organizational performance and assist in achieving the Agency's mission and performance goals
- designate training coordinator/contact and appoint members to training committees
- ensure that FSA-600 is prepared for each employee required to have an IDP, and that a copy is sent to the training office servicing that unit
- evaluate results of employee development and training programs.

Continued on the next page

B
Immediate Supervisor's Responsibilities

Immediate supervisors shall:

- assist employees in their development and training
- encourage and ensure that all interested employees are offered an opportunity for training that will improve individual and organizational performance and assist in achieving the Agency's mission and performance goals
- prepare FSA-600 for permanent full-time Federal employees

--Note:** FSA-600 is optional for non-Federal County Office employees**-- except COT's. Use FSA-600 to:

  - identify training needs and career goals with employees at regular intervals and annually during the performance evaluation review
  - provide recommended training.

- orient and train new employees
- keep employees up-to-date on new or amended procedures, methods, and office activities
- cross-train employees to provide back-up for other employees' jobs
- evaluate and report on training activities in their units
- encourage employees in self-development and professional improvement.

Continued on the next page

C
Employee Responsibilities

Employees shall:

- discuss training needs with supervisor
- request only training that will:
  - improve individual and organizational performance and assist in achieving the Agency's mission and performance goals
  - develop the knowledge, skills, and abilities that will enable employees to perform their official duties
- complete training programs to the best of their ability

  Note: Employees must attain a grade of "C" or above in **academic** training. See paragraphs 36 and 119 for more details.

- *--be responsible for reviewing training history records under CAMS--*
- be responsible for self-development
- be responsible for carrying out IDP
- immediately notify training office of any course cancellations, substitutions, or date changes of courses.

7 National Office Responsibilities

A
Appointing Division or Staff Training Contact

The division or staff director shall:

- appoint the division or staff training contact, or both
- notify HRD, TDB of any contact changes.

B
Division or Staff Training Contact Responsibilities

The division or staff training contact shall:

- serve as the liaison between HRD, TDB and the division or staff director
- assist the division or staff director in carry out training and development responsibilities
- be directly responsible to division or staff director and submit periodic progress reports on training to division or staff director
- encourage employees who need training to participate in training and development activities
- gather information on training programs for the supervisor when it is determined that an employee needs training
- remind supervisors of the necessity and requirement to meet annually with employees to assess training needs
- ensure that course nominations, when requested, are submitted to HRD, TDB in a timely manner

  Note: Course nominations must be submitted 4 weeks before start date of class.

- advise employees on the selection of training courses and the availability of courses, dates, and locations

Continued on the next page

B
Division or Staff Training Contact Responsibilities (Continued)

- *--prepare and submit SF-182 with completed course registration forms or--* travel authorizations, if needed, to HRD, TDB for final approval **before** registration or enrollment
- remind employees of scheduled training courses a week before the training date
- call HRD, TDB about substitutions, date changes, or cancellations of courses
- be familiar with this handbook
- follow up on overdue training evaluation forms
- provide HRD, TDB with feedback and suggestions for improving training and development.

8 Designating Training Coordinators/Contacts

A
Choosing Training Coordinators/ Contacts

When choosing training coordinators/contacts and back-up training coordinators/contacts, unit heads should designate employees with the aptitude for training administration. When a new coordinator/contact is designated or changed, notify HRD, TDB of designee's name and position title.

B
Designation

Training coordinators/contacts are designated according to this table.

Office	Training Coordinator/Contact Designation
National	• Administrator shall designate employees reporting to the Administrator. • Director shall designate employee within division or staff.
--KCCO and Kansas City Field Offices--	Director shall designate employees.
APFO	Director shall designate employee.
State Offices	• SED shall, with STC concurrence, designate employee. •*--EDSO shall approve designations.--*
County Offices	CED is the training coordinator.

9-19 (Reserved)

Part 2 Training Facilities (Except Counties)

20 Overview

A Introduction

This part includes information on ensuring that training facilities are available for all National and Field Offices employees.

B Purpose

Training facilities provide a continuing opportunity for intense training programs. This space should:

- be a designated area, near the main office, that is:
  - accessible to all employees
  - free from office traffic and interruptions
- have sufficient tables, chairs, and audiovisual equipment necessary for effective training
- maintain a training resource library if possible
- meet accessibility standards set by USDA for persons with disabilities.

C Training Aids

Each training facility should be equipped with the following training aids:

- 35mm slide projector
- flip chart
- projection screen
- audio cassette recorder
- VHS video cassette recorder with monitor
- podium
- pointer
- overhead projector.

21 National Training Facilities

A
Introduction

National training facilities are located in Washington, DC, * * * and are maintained by HRD, TDB.

B
Availability and Scheduling

Any office may use the National training facilities.

- Priority is given to scheduled training meetings.
- Make reservations for these facilities with HRD, TDB at least 2 weeks in advance, if possible.

22 State Office Training Facilities (Except Counties)

A
Establishing Training Facilities

Each State Office is required to have a training facility unless STC, with Area Director approval, determines that it is not feasible.

If a facility is not established, arrange for space on an "as needed" basis.

Acquire necessary training equipment for the training facility.

B
Availability

Any State or County Office may use the facility for training purposes. If the facility serves a dual function, scheduled training shall have priority.

C
State Training Coordinator's Responsibilities

The State Training Coordinator shall plan, organize, and assume responsibility for use of the training facility.

23 Other Field Offices Facilities (Except Counties)

A
***--KCAO Responsibilities**

Director, KCAO shall establish a training facility for Kansas City Field Offices. PD, Employee Development Branch is responsible for maintaining and**--*** operating the training facility.

B
APFO Responsibilities

Director, APFO shall establish and maintain training facility for APFO employees.

C
Availability

Units in any FSA office may use these training facilities for training purposes, subject to scheduling clearance with the appropriate office responsible for its operation.

24 Training Resource Libraries (Except Counties)

A
Purpose

Each training office shall maintain a training resource library to provide employees additional opportunities for professional and self-development.

B
Location

Training resource libraries should be near the unit's training facility. State Offices shall provide materials, equipment, or both, as needed for training in County Offices.

C
Authority

Offices responsible for establishing and maintaining a training resource library are authorized to purchase needed books, materials, and equipment within budgetary limitations.

D
Materials To Be Maintained

Training resource libraries shall maintain audio, videotapes, books, articles, *--pamphlets, internet access sites, and other training aids on areas covering:--*

- customer service
- training techniques
- management
- communications
- supervision
- Civil Rights
- career planning
- PC software packages used in FSA
- sign language
- job search
- career resources
- resume writing
- other related subjects.

Continued on the next page

24 Training Resource Libraries (Except Counties) (Continued)

E
Operation

Libraries shall maintain a system of:

- cataloging
- maintenance
- control for checkouts and returns for training aids and training materials.

25 Career Development Center (National Office Only)

A
Introduction

The Career Development Center is a one-stop, comprehensive development facility that provides a variety of activities and services to National Office employees at all stages of their careers.

B
Career Development Center Goals

The Career Development Center's goals are to:

- provide confidential career counseling, development, and advice to assist employees in identifying training, professional, and personal development opportunities
- provide training resources
- provide information and training to supervisors, managers, and employees on career-related topics, that is, IDP's, preparing resumes, interviewing techniques, etc.
- provide referral services
- administer tools for assessing and diagnosing skills, career interests, etc.
- develop and coordinate workshops and other learning opportunities.

Continued on the next page

25 Career Development Center (National Office Only) (Continued)

C
Developmental Services

HRD, TDB will provide services through using the following:

- confidential career counseling services
- resource library (video, audio, handouts, job aids, etc.)
- multimedia laboratory
- tutorials
- referral services
- self-assessment instruments
- computer software applications
- personal assistance.

D
Who Can Use the Center

All National Office employees are eligible to use the Career Development Center.

26-34 (Reserved)

Part 3 Requesting, Approving, and Recording Training

35 Overview

A Introduction

This part includes information on requesting, approving, and recording training.

B Approval for Training

All training **must be approved** by the appropriate training office before:

- registration
- enrollment
- course date.

C Criteria for Approving Training

FSA may pay for training that:

- is approved by unit head
- is designed to correct deficiencies
- improves the level of performance
- develops skills basic to performance
- is required by law
- helps employees in keeping abreast of scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields which will improve individual and organizational performance and assist in achieving the Agency's mission and performance goals
- *--develops the knowledge, skills, and abilities that will enable employees to perform their official duties--*
- is approved as part of a career enhancement or career development program
- has funding available.

Continued on the next page

D Disapproving Training

FSA will **not** pay for training that is:

- not approved before the training begins

  Note: Training is approved when SF-182, Section E is signed by the appropriate official.

- of a personal nature, such as:

  - career testing
  - personal aptitude evaluation

- for the sole purpose of providing an opportunity to an employee to obtain a college or university degree or other professional certification, such as either of the following:

  - certified public accountant
  - membership in an occupationally related society or group.

***--E Additional Restrictions on Approving Training**

FSA may **not** pay for training that:

- does not meet identified needs for knowledge, skills, and abilities bearing directly upon the performance of official duties

- the training course contains elements likely to induce high levels of emotional response or psychological stress in some participants

- the training course contains any methods or content associated with religious or quasi-religious belief systems or "new age" belief systems as defined in EEOC Notice N-915.022, dated September 2, 1988

- is offensive to, or designed to change, participants' personal values or lifestyle outside the workplace

- the training course includes content related to human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS) other than that necessary to make employees more aware of the medical ramifications of HIV/AIDS and the workplace rights of HIV-positive employees.**--***

Continued on the next page

F
Submitting Requests

All training shall be requested and approved using SF-182.

Office	Action
FSA Headquarters	Training contacts shall: • prepare SF-182 using the WordPerfect template available at u:\wpforms\SF182fsa • send approved SF-182, with any related forms, AD-700, registration form, justification, etc., to HRD, TDB, STOP 0574, for control numbers, class registration, certification, and final processing. **Note:** SF-182 and other related documents may be FAXed to TDB on 418-9131. If SF-182 is FAXed, do **not** send the original.
--Kansas City Field Offices--	Prepare SF-182P.

Note: Training requests should be submitted to the appropriate training office **at least 4 weeks** before course start date.

G
Using SF-182

Use SF-182 to request, authorize, certify, and record an employee's formalized training and education when:

- training is conducted through FSA, other USDA agencies, Government agencies, or non-Government training vendors
- an exchange of funds or official time is involved.

Continued on the next page

H
Acceptance by Training Vendor

Approval of SF-182 does not constitute acceptance in a course. The training vendor may notify employee of acceptance before the course begins.

I
Training Records

All training offices must maintain accurate records of all training completed or not completed.

J
NFC-TRAI System

The following offices shall update and maintain the NFC-TRAI System:

- HRD, TDB for all employees serviced by the National Office and other special courses coordinated by HRD

- *--PD, Employee Development Branch for all employees serviced by KCAO, which includes APFO, KCCO, KCFO, KC-ITSDO, KC-ITSTO, and State Office employees.

Chief, TDB, HRD and Chief, Employee Development Branch, PD shall ensure--* that records are maintained by assigning a training specialist to:

- monitor input to NFC
- provide necessary information to unit or other offices or officials.

Continued on the next page

K
Certificate of Training

Provide a certificate to each employee completing FSA-conducted or FSA-sponsored training, if the vendor does not provide one. Use AD-284A or other training certificate. Ensure that the certificate indicates the number of hours the training course represents.

This is an example of AD-284A.

United States
Department of Agriculture

Certificate of Training

This is to certify that

Lee Smith

has satisfactorily completed

INTRO TO LAN/WINDOWS
October 22, 199x
4 Hours

Instructor

10-22-9x
Date

36 Authorized Training Expenses

A
Introduction

FSA pays full or partial cost, as permitted by law, for employees selected for training under the Government Employees Training Act and other training authorities.

B
Salary

Employees shall be kept on full salary during the period of training.

C
Tuition and Fees

FSA may pay or share tuition and related costs with employees for:

- approved outside short-term regular and correspondence training courses
- no more than 2 courses per semester for approved academic training, if a grade of "C" or above is achieved.

D
Course Not Completed or Required Grade Not Achieved

An employee who fails to complete a course or receives a grade of less than "C" shall reimburse FSA for the cost of the course including books and materials, unless a waiver is granted by the Director, HRD.

An employee who receives a grade below "C" will not be approved for academic training for 1 year following the completion date of the course.

Continued on the next page

36 Authorized Training Expenses (Continued)

E
Travel Expenses

Employees may be reimbursed for travel to and from local short-term training sessions during duty hours if additional costs incurred are above those normally paid by employee traveling to and from official duty station.

No travel or parking expenses will be paid for:

- employees attending local vendor training during off-duty hours
- employees attending schools, colleges, or universities during off-duty hours. This includes career enhancement participants attending local schools.

F
Travel Reimbursements (National Office Only)

Reimburse travel expenses for attending a training course according to this table.

IF training course is...	THEN...
local	•*--complete SF-182, items 22 a through 22 d according to subparagraph 38 C • upon completion of training, submit copy of SF-182 with SF-1164 to appropriate office.
outside local duty station	• complete SF-182, items 22 a through 22 d according to subparagraph 38 C • submit copy of approved travel authorization with SF-182 to HRD.--*

G
Per Diem

When the training site is located outside of the employee's official duty station, pay per diem and travel expenses according to travel regulations.

37 SF-182 Approval

A
Approval of Section D

Approve SF-182, Section D as follows.

- The immediate supervisor shall use SF-182, items 26 a and 26 b to indicate approval.
- Director or designee shall use SF-182, items 27 a and 27 b to indicate approval.

B
Approval of Section E

The following officials are delegated authority to approve or disapprove training costing $1,500 (SF-182, item 21 d) or less per employee according to this table.

IF the employee is...	THEN approving official is the...
a National Office employee or any Field Office employee	Director, HRD or Chief, TDB, HRD or designee.
*--a KC Field Office employee below the director level	Director, KCAO or Chief, Employee Development Branch, PD or--* designee.
a KCCO employee below the director level	Director, KCCO or designee.
an APFO employee below the director level	Director, APFO or designee.
SED	*--STC Chairperson or EDSO.
an STC member	EDSO.--*
a State or County Office employee below SED and CED level	SED or designee.
a Federal employee assigned to a County Office or COC member	DD.
a non-Federal County Office employee below CED level	CED.

Director, HRD or Chief, TDB, HRD has authority to approve or disapprove training that exceeds $1,500 per employee (SF-182, item 21 d).

--Director, KCAO has authority to approve or disapprove training that is-- $5,000 or less per Kansas City employee (SF-182, item 21 d).

*--38 Completing SF-182 (National Office Only)

A
Completing SF-182, Heading and Section A

Complete SF-182, Heading and Section A according to this table. SF-182 is located at u:\wpforms\sf182fsa.wpd.

Note: See subparagraph H for a completed SF-182. Form **must** be typed..

Item	Instructions
A	For Headquarters personnel enter "AG-FA-4881".
B	Leave blank. **Note:** HRD, TDB will enter NFC-TRAI training document number for FSA personnel.
C	Enter type of request.
1	Enter employee's full name (last, first, and middle initial). Type first 5 letters of last name in: • shaded area • capital letters.
2	Enter employee's 9-digit Social Security number.
3	Enter year and month of birth. **Note:** Use only for OPM courses.
4	Enter home address. **Note:** Use only for OPM courses.
5	Leave blank.
6	ENTER "X" in appropriate box.
7	Enter: USDA FSA Employee's Division and Branch (Abbreviate) 1400 Independence Ave, SW, (Employee's STOP number) Washington, DC 20250.

--*

Continued on the next page

*--38 Completing SF-182 (National Office Only) (Continued)

A
Completing
SF-182, Heading
and Section A
(Continued)

Item	Instructions
8	Enter employee's office telephone number.
9	Leave blank
10	Leave blank
11a	Enter employee's complete position title.
11b	ENTER "X" if applicant is disabled or handicapped and in need of special arrangements (brailling, taping, interpreters, facility accessibility, etc.). Describe special arrangements on a separate sheet and attach to SF-182. **Note:** Applicant is **not** required to provide this information. Signature on the description sheet indicates agreement to release this information to the training vendor.
12	Enter employee's pay plan, series, grade, and step.
13	Enter type of appointment. **Example:** • ENTER "CC" for career conditional • ENTER "C" for career • ENTER "T" for temporary. **Note:** Complete only for OPM courses.
14	Enter highest degree obtained. **Note:** Complete only for OPM-sponsored, long-term training programs.

--*

Continued on the next page

*--38 Completing SF-182 (National Office Only) (Continued)

B
Completing SF-182, Section B

Complete SF-182, Section B according to this table.

Item	Instructions
15 a	Enter name and complete mailing address of vendor or training institution. **Note:** Include city, state, and ZIP Code.
15 b	Enter location of training site if different than item 15 a. If location is the same as item 15 a, ENTER "X" in the box.
16	Enter course title and training objectives from course brochure.
17	Enter the course catalog number, if available.
18	Enter the year, month, and day the course begins and ends.
19	Enter the number of hours on line "a" or "b", or on both lines, as appropriate. **Note:** The entries must always be shown in 4 digits. If the number of hours is less than 4 digits, prefix with zeros. **Example:** 32 hours is "0032".
20	Enter Codes. See 6-PM, paragraph 43 for definitions.
Agency Use Only	Enter vendor's telephone and FAX Numbers.

--*

Continued on the next page

C
Completing SF-182, Section C

Complete SF-182, Section C according to this table.

Item	Instructions
21 Appropriation/ Fund	Appropriation/Fund data Enter the proper budget and accounting codes from 98-FI. The appropriation/fund ***--**code is "ABBCCCCCDDEEEE". Enter field descriptions as follows: • in "A" field, enter the last digit of current FY • in "B" fields, ENTER **"84" only** • in "C" fields, enter the employees organization code (formerly index detail) • in "D" fields, enter the subject code (formerly budget detail) • in "E" fields, enter the project code.**--***
22 a through 22 c	Show separate costs for travel, per diem, *** * *** and other fees on lines a, b, and c.
22 d	Enter the total costs on line d. Use 4 digits in the "dollars" column.
22 Appropriation/ Fund	Leave blank.
23	Leave blank.
24	***--**Enter "12-06-0000".**--***
25	Enter the following: USDA, NFC MISCELLANEOUS PAYMENTS SECTION P.O. BOX 60,000 NEW ORLEANS LA 70160-0001.

Continued on the next page

D
Completing SF-182, Section D

Complete SF-182, Section D according to this table.

Item	Instructions
26 a	Enter immediate supervisor's name, title, and telephone number.
26 b	Immediate supervisor, as recommending official, shall sign and date.
27 a	Enter second-line supervisor's name, title, and telephone number, if applicable.
27 b	Second-line supervisor shall sign and date, if applicable.
28 a	Leave blank.
28 b	Leave blank.

E
Completing SF-182, Sections E and F

Complete SF-182, Sections E and F according to this table.

Item	Instructions
29 a	ENTER "Tom Montgomery, FSA, HRD, TDB, 202-418-9041" in the applicable boxes.
29 b	Leave blank.
30 a	Leave blank.
30 b	Leave blank.

F
Distributing SF-182

TDB shall distribute SF-182 after Section E has been approved.

G
Contact Points

If there are questions, contact either of the following:

- *--Tracey Foster on 202-418-9051--*
- Wilma Wyatt on 202-418-9055.

38 Completing SF-182 (National Office Only) (Continued)

H
Example of SF-182

The following an example of a completed SF-182.

*--

REQUEST, AUTHORIZATION, AGREEMENT AND CERTIFICATION OF TRAINING

A. Agency, code agency subelement and submitting office number (Example-xx-xx-xxxx) 01: AG-FA-1881

B. OFFICE USE ONLY

C. Request status (Mark (X) one) 02: [X] Initial or Resubmission [ ] Correction or Cancellation

Section A - TRAINEE INFORMATION

1. Applicant's name (Last-First-Middle Initial): Jones, Lee M. — Enter first 5 letters of last name 03: Jones
2. Social Security Number 04: 000-00-0000
3. Date of birth (Year and month) 05: (Example-born January 14, 1943 shown as 43/01)
4. Home address (Number, street, city, State, ZIP code):
5. Home telephone — Area code: Number:
6. Position level (Mark (X) one only): [X] a. Non-supervisory; b. Supervisory; c. Manager; d. Executive
7. Organization mailing address (Branch-Division/Office/Bureau/Agency): USDA/FSA/MSD/XX 1400 Independence Avenue, SW STOP 0574, Washington, DC 20250
8. Office telephone — Area code: 202; Number: 720; Extension: xxxx
9. Continuous civilian service — Years: ; Months:
10. Number of prior non-government training days:
11a. Position title/function: Secretary
11b. Applicant handicapped or disabled (See instructions):
12. Pay plan/series/grade/step: GS-318-6/1
13. Type of appointment:
14. Education Level:

Section B - TRAINING COURSE DATA

15a. Name and mailing address of training vendor (No., street, city, State, ZIP code): Graduate School, USDA 600 Maryland Avenue, SW, Washington, DC 20024-2520

15b. Location of training site (If same, mark box) → [X]

16. Course title and training objectives (Benefits to be derived by the Government): Office Management

17. Catalog/Course No.: 45AD

18. Training period (6 digits) 06:

	Year	Month	Day
a. Start	02	11	13
b. Complete	02	11	14

19. No. of course hours (4 digits) 07:

a. During duty	0016
b. Non-duty	0000
c. TOTAL ►	0016

20. Training codes (See instructions):

	Code		Code	
a. Purpose	4	08 c. Source	4	10
b. Type	5	09 d. Special interest	00	11

AGENCY USE ONLY

Vendor Phone: 202-314-3400 FAX Number: 202-479-6810

Section C - ESTIMATED COSTS AND BILLING INFORMATION

21. Direct costs and appropriation/fund chargeable

Item	Amount Dollars	Cents	Appropriation/Fund
a. Tuition	$ 395	00	ABBCCCCCDDEEEE
b. Books or materials			
c. Other (Specify)			
d. (Enter 4 digits in dollar column) 12 TOTAL ►	$ 0395	00	

22. Indirect costs and appropriate/fund chargeable.

Item	Amount Dollars	Cents	Appropriation/Fund
a. Travel	$ 10	00	
b. Per diem			
c. Other (Specify)			
d. (Enter 4 digits in dollar column) 13 TOTAL ►	$ 0010	00	

23. Document/Purchase Order/Requisition No.:

24. 8-Digit station symbol (Example - 12-34-5678) → 12-06-0000

25. BILLING INSTRUCTIONS (Furnish invoice to): USDA-National Finance Center Miscellaneous Payments Section P.O. Box 60,000 New Orleans, LA 70160

Section D - APPROVALS

26a. Immediate supervisor - Name and title: Mary Hopkins, Branch Chief — Area code/Tel. No./Extension:
b. Signature: Date:

27a. Second-line supervisor - Name and title: Chris Reagan, Director, MSD — Area code/Tel. No./Extension:
b. Signature: Date:

28a. Training officer - Name and title: Area code/Tel. No./Extension:
b. Signature: Date:

Section E - APPROVAL/CONCURRENCE

29a. Authorizing official - Name and title: Tom Montgomery, FSA/HRD/Training — Area code/Tel. No./Extension: (202) 418-9041
b. Signature: [ ] Approved [ ] Disapproved Date:

Section F - CERTIFICATION OF TRAINING COMPLETION

30a. Certifying official - Name and title: Area code/Tel. No./Extension:
b. Signature: Date:

TRAINING FACILITY • Bills should be sent to office indicated in item 25. • Please refer to number given in item 23 to assure prompt payment.

Check applicable copy designation as shown below:
- ☐ Copy 1 - AGENCY (TRAINING/PERSONNEL FOLDER)
- ☐ Copy 2 - AGENCY (DATA PROCESSING OR CPDF COPY)
- ☐ Copy 3 - VENDOR (FILE COPY)
- ☐ Copy 4 - VENDOR (FINANCE)
- ☐ Copy 5 - VENDOR (AGENCY)
- ☐ Copy 6 - VENDOR (EMPLOYEE)
- ☐ Copy 7 - AGENCY (FINANCE)
- ☐ Copy 8 - AGENCY (OPTIONAL USE)
- ☐ Copy 9 - AGENCY (EVALUATION)
- ☐ Copy 10 - AGENCY (ORIGINATING OFFICE)

NSN 7540-01-008-3901 Previous edition usable 182-106 Standard Form 182 (Rev. 12/79) (10-Part) U.S. Office of Personnel Management FPM Chapter 410

--*

--39 Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices,-- and Federal County Employees Only)

A
Completing SF-182, Heading and Section A

Complete SF-182, Heading and Section A according to this table.

Note: See subparagraph F for a completed SF-182.

Item	Instructions
A	Enter "AG-FA-4882" for all Field Office personnel, except enter "AG-FA-4881" for Field Office Directors, SED's, and STC's.
B	Leave blank. *--Note: PD, Employee Development Branch will enter NFC-TRAI training document--* number.
C	Enter type of request.
1	Enter employee's full name (last, first, and middle initial). Type first 5 letters of last name in: • shaded area • capital letters.
2	Enter employee's 9-digit Social Security number.
3	Use only for OPM courses. Enter year and month of birth.
4	Use only for OPM courses. Enter home address.
5	Leave blank.
6	Enter "X" in appropriate box.
7	Enter employee's: • Agency, office, division, and branch • complete office mailing address, including room number and building.

Continued on the next page

--39 Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices,-- and Federal County Employees Only) (Continued)

A
Completing SF-182, Heading and Section A (Continued)

Item	Instructions
8	Enter employee's office telephone number.
9	Complete for all non-Government training.
10	Complete only for long-term training.
11 a	Enter employee's complete position title.
11 b	Enter "X" if applicant is disabled or handicapped and in need of reasonable accommodations (brailling, taping, interpreters, facility accessibility, etc.). Describe reasonable accommodations on a separate sheet and attach to copy 3. Applicant is not required to provide this information. Signature on the description sheet indicates agreement to release this information to the training vendor.
12	Enter employee's pay plan, series, grade, and step.
13	Complete only for OPM courses. Enter type of appointment. **Examples:** Career Conditional, enter "CC" Career, enter "C" Temporary, enter "T", etc.
14	Complete only for OPM-sponsored, long-term training programs. Enter highest degree obtained.

Continued on the next page

--39 Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices,-- and Federal County Employees Only) (Continued)

B Completing SF-182, Section B

Complete SF-182, Section B according to this table.

Item	Instructions
15 a	Enter name and complete mailing address of vendor or training institution.
15 b	Enter location of training site if different than item 15 a; if not, enter "X" in the box.
16	Enter course title and training objectives from course brochure.
17	Enter the course catalog number, if available.
18	Enter the year, month, and day the course begins and ends.
19	Enter the number of hours on line "a" or "b", or on both lines, as appropriate. The entries must always be shown in 4 digits. If the number of hours is less than 4 digits, prefix with zeros. **Example:** 32 hours is "0032".
20	Enter the appropriate codes from paragraph 43.
Agency Use Only	Enter "OPM" if training is an OPM course. Enter 1 of the following if training is creditable towards: • "Undergraduate Credit (1)" • "Graduate Credit (2)" • "Continuing Education Units (3)". If an employee is scheduled for non-Government training that exceeds 80 hours, the employee must sign an agreement to continue in service. See reverse of copy 1, Section G. Enter the agreement expiration date as follows, "CSA-year/month/day". **Example:** "CSA-94-12-27".

Continued on the next page

39 Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices, and Federal County Employees Only) (Continued)

C
Completing SF-182, Section C

Complete SF-182, Section C according to this table.

Item	Instructions
21 Appropriation/ fund	Enter the proper budget and accounting codes from 98-FI. The appropriation/fund code is "ABBCCCCCDDEEEE". Enter field descriptions as follows: • in "A" field, enter the last digit of FY when the training course begins • in "B" fields, ENTER **"84" only** • in "C" fields, enter the employee's organization code • in "D" fields, enter the budget detail code (SubObject) • in "E" fields, enter the project number code.
22 a through 22 c	Show separate costs for travel, per diem, *** * *** and other fees on lines a, b, and c.
22 d	Enter the total costs on line d. Use 4 digits in the "dollars" column.
22 Appropriation/ fund	Leave blank.
23	Enter the 12-digit training order number assigned by the training coordinator. The first 2 digits correspond to FY of the course start date. The next 5 digits are the employee's office index code. See 98-FI. The last 5 digits should begin with "00001" at the beginning of each FY and run consecutively, such as "00002" and "00003" for each training form.
24	*****--Enter "12-06-0000".--*****
25	Enter the following: USDA, NFC MISCELLANEOUS PAYMENTS SECTION PO BOX 60,000 NEW ORLEANS LA 70160-0001.

Continued on the next page

***--39 Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices,--* and Federal County Employees Only) (Continued)**

D
Completing SF-182, Section D

Complete SF-182, Section D according to this table.

Item	Instructions
26 a	Enter immediate supervisor's name, title, and telephone number.
26 b	Immediate supervisor, as recommending official, shall sign and date.
27 a	Enter second-line supervisor's name, title, and telephone number, if applicable.
27 b	Second-line supervisor shall sign and date, if applicable.
28 a	Enter training coordinator's or officer's name, title, and telephone number.
28 b	Training officer shall sign and date.

E
Completing SF-182, Sections E and F

Complete SF-182, Sections E and F according to this table.

Item	Instructions
29 a	Enter approving official's name, title, and telephone number.
29 b	Approving official shall mark approved or disapproved, sign, and date. If disapproved, notify the applicant or supervisor as to why the training was disapproved, and file the disapproved SF-182 and a memorandum stating the reasons for disapproval in the appropriate training files.
30 a	Enter the certifying official's name, title, and telephone number on copy 1 when the training has been completed and an evaluation has been received by the employee or vendor.
30 b	Certifying official shall sign and date, certifying the completion of the training course.

Continued on the next page

39 Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices, and Federal County Employees Only) (Continued)

F
Example of SF-182

The following is an example of a completed SF-182.

*--

REQUEST, AUTHORIZATION, AGREEMENT AND CERTIFICATION OF TRAINING

A. Agency. code agency subelement and submitting office number (Example-xx-xx-xxxx) 01: AG-FA-4882

B. OFFICE USE ONLY

C. Request status (Mark (X) one) 02: [X] Initial or Resubmission [ ] Correction or Cancellation

Section A - TRAINEE INFORMATION

1. Applicant's name (Last-First-Middle Initial): Scott, Jan J. — Enter first 5 letters of last name 03: SCOTT
2. Social Security Number 04: 000-00-0000
3. Date of birth (Year and month) 05: (Example-born January 14, 1943 shown as 43/01)
4. Home address (Number, street, city, State, ZIP code):
5. Home telephone — Area code: Number:
6. Position level (Mark (X) one only): [X] a. Non-supervisory [ ] b. Supervisory [ ] c. Manager [ ] d. Executive
7. Organization mailing address (Branch-Division/Office/Bureau/Agency): USDA/Missouri State FSA Office, 555 Vandiver Dr., Columbia, MO 65202
8. Office telephone — Area code: 314; Number: 460-4300; Extension:
9. Continuous civilian service — Years: Months:
10. Number of prior non-government training days
11a. Position title/function: Agricultural Program Specialist
11b. Applicant handicapped or disabled (See instructions):
12. Pay plan/series/grade/step: GS-1145-12/3
13. Type of appointment:
14. Education Level:

Section B - TRAINING COURSE DATA

15a. Name and mailing address of training vendor (No., street, city, State, ZIP code): Graduate School, USDA 1256 Federal Building, 1520 Market Street, St. Louis, MO 63103

15b. Location of training site (If same, mark box): Holiday Inn, Columbia, MO

16. Course title and training objectives (Benefits to be derived by the Government): Effective Briefing Techniques

17. Catalog/Course No.: 36JD-C

18. Training period (6 digits) 06:

	Year	Month	Day
a. Start	02	11	04
b. Complete	02	11	08

19. No. of course hours (4 digits) 07:

a. During duty	0040
b. Non-duty	0000
c. TOTAL	0040

20. Training codes (See instructions):

	Code		Code	
a. Purpose	4	08 c. Source	4	10
b. Type	5	09 d. Special interest	00	11

AGENCY USE ONLY

Vendor Phone: FAX Number:

Section C - ESTIMATED COSTS AND BILLING INFORMATION

21. Direct costs and appropriation/fund chargeable

Item	Amount Dollars	Cents	Appropriation/Fund
a. Tuition	$ 500	00	28402984020000
b. Books or materials			
c. Other (Specify)			
d. (Enter 4 digits in dollar column) 12 TOTAL	$ 0500	00	

22. Indirect costs and appropriate/fund chargeable.

Item	Amount Dollars	Cents	Appropriation/Fund
a. Travel	$ 20	50	
b. Per diem			
c. Other (Specify)			
d. (Enter 4 digits in dollar column) 13 TOTAL	$ 0020	50	

23. Document/Purchase Order/Requisition No.: 02-02984-00007

24. 8-Digit station symbol (Example - 12-34-5678): 12-06-0000

25. BILLING INSTRUCTIONS (Furnish invoice to):
USDA-National Finance Center
Miscellaneous Payments Section
P.O. Box 60,000
New Orleans, LA 70160

Section D - APPROVALS

26a. Immediate supervisor - Name and title: John J. Johnson, Branch Chief — Area code/Tel. No./Extension: 314-960-4310
b. Signature: Date:

27a. Second-line supervisor - Name and title: SED, Missouri State Executive Director — Area code/Tel. No./Extension: 314-960-4300
b. Signature: Date:

28a. Training officer - Name and title: Mary Smith, State Training Officer — Area code/Tel. No./Extension: 314-960-4300
b. Signature: Date:

Section E - APPROVAL/CONCURRENCE

29a. Authorizing official - Name and title: SED, Missouri State Executive Director — Area code/Tel. No./Extension: 314-960-4300
b. Signature: [ ] Approved [ ] Disapproved Date:

Section F - CERTIFICATION OF TRAINING COMPLETION

30a. Certifying official - Name and title — Area code/Tel. No./Extension:
b. Signature: Date:

TRAINING FACILITY • Bills should be sent to office indicated in item 25. Please refer to number given in item 23 to assure prompt payment.

Check applicable copy designation as shown below:
- [ ] Copy 1 - AGENCY (TRAINING/PERSONNEL FOLDER)
- [ ] Copy 2 - AGENCY (DATA PROCESSING OR CPDF COPY)
- [ ] Copy 3 - VENDOR (FILE COPY)
- [ ] Copy 4 - VENDOR (FINANCE)
- [ ] Copy 5 - VENDOR (AGENCY)
- [ ] Copy 6 - VENDOR (EMPLOYEE)
- [ ] Copy 7 - AGENCY (FINANCE)
- [ ] Copy 8 - AGENCY (OPTIONAL USE)
- [ ] Copy 9 - AGENCY (EVALUATION)
- [ ] Copy 10 - AGENCY (ORIGINATING OFFICE)

NSN 7540-01-008-3901 Previous edition usable 182-106 Standard Form 182 (Rev. 12/79) (10-Part) U.S. Office of Personnel Management FPM Chapter 410

--*

Continued on the next page

***--39 Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices,--* and Federal County Employees Only) (Continued)**

G
Distributing SF-182

The originating office shall distribute SF-182 after Section E has been approved by the appropriate official. See paragraph 37.

After approval of SF-182, distribute copies according to this table.

Copy	Title	Distribution
1	Agency (Training/Personnel Folder)	When course has been completed and evaluation has been received, certifying official signs in Section F. Send copy 1 to location where employee's OPF is maintained, for placement in employee's OPF. If course was not completed, except for NFC-TRAI System codes WC and WB, certifying official shall: • indicate why course was not completed in "Agency Use Only" block • send copy 1 to location where employee's OPF is maintained for filing.
2	Agency (Data Processing)	After evaluation has been completed, enter 1 of the following codes on the right side of item 16: Code Training Status CE Completed, evaluation received CP Completed, passing grade received CF Completed, failing grade received WC Withdraw, no cost to FSA IN Incomplete, cost to FSA when course not completed WB Withdraw, budgetary reasons. ***--Note:** Non-CAMS State Offices, APFO, KCCO, and non-CAMS Federal County employees, send copy 2 to PD, Employee Development Branch to use as an input document to the--* NFC-TRAI System.

Continued on the next page

***--39 Completing SF-182 (State Offices, APFO, KCCO, Kansas City Field Offices,--* and Federal County Employees Only) (Continued)**

G
Distributing
SF-182
(Continued)

Copy	Title	Distribution
3	Vendor (File)	Send to vendor or training institution. For training sponsored by USDA, OHRM, send to HRD, TDB for submission.
4	Vendor (Finance)	
5	Vendor (Agency)	May be discarded.
6	Vendor (Employee)	Send to employee.
7	Agency (Finance)	*--Send to PD, Employee Development Branch at the beginning--* of the week during which training begins.
8	Agency (Optional Use)	
9	Agency (Evaluation)	The employee shall: • complete Section C within 2 weeks after training has been completed • give copy 9 to individual's immediate supervisor. The immediate supervisor shall: • complete Section D within 30 calendar days from receipt • send completed evaluation form to appropriate training office for filing.
10	Agency (Originating Office)	File in training office's request file.

--40 Distributing SF-182P (KCCO and Kansas City Field Offices Only)--

A Distributing SF-182P

After approval of SF-182P, distribute copies according to this table.

Copy	Title	Distribution
1	Agency (Training/Personnel Folder)	When course has been completed and evaluation has been received, certifying official signs in Section F. Send copy 1 to location where employee's OPF is maintained, for placement in employee's OPF. If course was not completed, except for NFC-TRAI System codes WC and WB, certifying official shall: • indicate why course was not completed in "Agency Use Only" block • send copy 1 to location where employee's OPF is maintained for filing.
2	Vendor	Send to vendor or training institution. For training sponsored by USDA, Office of Personnel, send to HRD, TDB for submission.
3	Vendor (Employee)	Send to employee.
4	Agency (Finance)	*--Send to Financial Accounting Division, KCFO.
5	Agency (Optional Use)	Send to PD, Employee Development Branch for its training--* files.

Continued on the next page

--40 Distributing SF-182P (KCCO and Kansas City Field Offices Only) (Continued)--

A
Distributing
SF-182P
(Continued)

Copy	Title	Distribution
6	Agency (Evaluation)	The employee shall: • complete Section C within 2 weeks after training has been completed • give copy 9 to individual's immediate supervisor. The immediate supervisor shall: • complete Section D within 30 calendar days from receipt • send completed evaluation form to appropriate training office for filing.

41 Completing SF-182 (County Office Non-Federal Employees Only)

A
Completing SF-182, Heading and Section A

Complete SF-182, Heading and Section A according to this table.

Note: See subparagraph E for a completed SF-182.

Item	Instructions
A	Enter code "AG-FA".
B	Enter County Office name.
C	Enter type of request.
1	Enter employee's full name (last name, first name, and middle initial). Type first 5 letters of last name in: • shaded area • capital letters.
2	Enter employee's 9-digit Social Security number.
3	Use only for OPM courses. Enter year and month of birth.
4	Use only for OPM courses. Enter home address.
5	Leave blank.
6	Enter "X" in the appropriate box.
7	Enter employee's Agency, County Office, and complete office mailing address, including room number and building.
8	Enter employee's office telephone number.
9	Complete for all non-Government training.
10	Complete only for long-term training.
11 a	Enter employee's complete position title.
11 b	Enter "X" if the applicant is disabled or handicapped and in need of special arrangements (brailling, taping, interpreters, facility accessibility, etc.). Describe the special arrangements on a separate sheet and attach to copy. The applicant is not required to provide this information. The signature on the description sheet indicates agreement to release this information to the training vendor.

Continued on the next page

41 Completing SF-182 (County Office Non-Federal Employees Only) (Continued)

A
Completing SF-182, Heading and Section A (Continued)

Item	Instructions
12	Enter employee's pay plan, grade, and step.
13	Complete only for OPM courses. Enter type of appointment. **Example:** ENTER "P" for permanent or ENTER "T" for temporary.
14	Complete only for OPM-sponsored, long-term training programs. Enter highest degree obtained.

B
Completing SF-182, Section B

Complete SF-182, Section B according to this table.

Item	Instructions
15 a	Enter name and complete mailing address of vendor or training institution.
15 b	Enter location of training site, if different than item 15 a; if not, ENTER "X" in the box.
16	Enter course title and training objectives from course brochure.
17	Enter the course catalog number, if available.
18	Enter the year, month, and day the course begins and ends.
19	Enter the number of hours on line a or b, or on both lines, as appropriate. The entries must always be shown in 4 digits. If the number of hours is less than 4 digits, prefix with zeros. **Example:** 32 hours is "0032".
20	Enter the appropriate codes from paragraph 43.

Continued on the next page

C
Completing SF-182, Section C

Complete SF-182, Section C according to this table.

Item	Instructions
21 a through 21 c	Enter the cost for tuition, books or materials, and other fees on lines a, b, and c.
21 d	Enter the total costs on line d. Use 4 digits in the "dollars" column.
21 Appropriation/ Fund	Enter the appropriate State and county codes and check digit.
22 a through 22 c	Show separate costs for travel, per diem and household movement, and other fees on lines a, b, and c.
22 d	Enter the total costs on line d. Use 4 digits in the "dollars" column. If training was **not** completed or canceled, correct entries to show only actual expenses.
22 Appropriation/ Fund	Enter the appropriate State and county codes and check digit.
23	Enter the 5-digit training order number, assigned by the County Office. The first 2 digits correspond to FY of the course start date. The last 3 digits should begin with "001" at the beginning of each FY and run consecutively, such as "002" and "003" for each training form.
24	Leave blank.
25	Enter County Office billing address.

Continued on the next page

41 Completing SF-182 (County Office Non-Federal Employees Only) (Continued)

D Completing SF-182, Sections D, E, and F

Complete SF-182, Sections D, E, and F according to this table.

Item	Instructions
26 a	Enter name, title, and telephone number of immediate supervisor. COC Chairperson shall sign for training for CED; CED shall sign for all other employees.
26 b	Immediate supervisor, as recommending official, shall sign and date.
27 a	Leave blank.
27 b	Leave blank.
28 a	Leave blank.
28 b	Leave blank.
29 a	Enter approving officials name, title, and telephone number. **Note:** Advance approval is required for all training requiring Agency expenditures.
29 b	Get approving official to mark approved or disapproved, sign, and date. If disapproved, notify the applicant or supervisor as to why the training was disapproved, and file the disapproved SF-182 and a memorandum stating the reasons for disapproval in the appropriate training files.
30 a	Enter the certifying officials name, title, and telephone number on copy 1 when the training has been completed and an evaluation has been received by the employee.
30 b	Get certifying official to sign and date, certifying the completion of the training course.

Continued on the next page

E
Example of SF-182

This is an example of a completed SF-182.

*--

REQUEST, AUTHORIZATION, AGREEMENT AND CERTIFICATION OF TRAINING

A. Agency, code agency subelement and submitting office number (Example—xx-xx-xxxx) 01: AG-FA

B. OFFICE USE ONLY: Montgomery

C. Request status (Mark (X) one) 02: X Initial or Resubmission; Correction or Cancellation

Section A—TRAINEE INFORMATION

1. Applicant's name (Last-First-Middle Initial): SMITH, FRED R.
Enter first 5 letters of last name 03: SMITH
2. Social Security Number 04: 000-00-0000
3. Date of birth (Year and month) 05: (Example—born January 14, 1943 shown as 43/01)
4. Home address (Number, street, city, State, ZIP code):
5. Home telephone: Area code / Number
6. Position level (Mark (X) one only): X a. Non-supervisory; b. Supervisory; c. Manager; d. Executive
7. Organization mailing address (Branch-Division / Office / Bureau / Agency): USDA-Montgomery County FSA Office, 123 Main St., Smithville, TN 34567
8. Office telephone: Area code 615, Number 123, Extension 4567
9. Continuous civilian service: Years / Months
10. Number of prior non-government training days
11a. Position title / function: Program Assistant
11b. Applicant handicapped or disabled (See instructions):
12. Pay plan / series / grade / step: CO-4/2
13. Type of appointment
14. Education Level

Section B—TRAINING COURSE DATA

15a. Name and mailing address of training vendor (No., street, city, State, ZIP code): Tennessee State FSA Office, USDA, 579 Federal Bldg., Nashville, TN 37203
15b. Location of training site (If same, mark box): Days Inn, Nashville, TN
16. Course title and training objectives (Benefits to be derived by the Government): Program Assistant Strategic Skills Training
17. Catalog / Course No.
18. Training period (6 digits) 06: a. Start 9X 09 21; b. Complete 9X 09 24
19. No. of course hours (4 digits) 07: a. During duty 0028; b. Non-duty 0000; c. TOTAL 0028
20. Training codes (See instructions): a. Purpose Code 4; b. Type Code 4; 08 c. Source Code 1; 09 d. Special interest Code 00; 10 11

AGENCY USE ONLY

Section C—ESTIMATED COSTS AND BILLING INFORMATION

21. Direct costs and appropriation / fund chargeable

Item	Amount Dollars	Cents	Appropriation / fund
a. Tuition	$		
b. Books or materials			
c. Other (Specify)			
d. (Enter 4 digits in dollar column) 12 TOTAL	$ 0000	00	

22. Indirect costs and appropriation / fund chargeable

Item	Amount Dollars	Cents	Appropriation / fund
a. Travel	$ 35	00	21-241-0
b. Per diem	198	00	
c. Other (Specify)		00	
d. (Enter 4 digits in dollar column) 13 TOTAL	$ 0233	00	

23. Document / Purchase Order / Requisition No.: 96-006
24. 8-Digit station symbol (Example—12-34-5678)
25. BILLING INSTRUCTIONS (Furnish invoice to): USDA-Montgomery County FSA Office, 123 Main Street, Smithville, TN 34567

Section D—APPROVALS

26a. Immediate supervisor—Name and title; Area code / Tel. No. / Extension
b. Signature; Date
27a. Second-line supervisor—Name and title; Area code / Tel. No. / Extension
b. Signature; Date
28a. Training officer—Name and title; Area code / Tel. No. / Extension
b. Signature; Date

Section E—APPROVAL / CONCURRENCE

29a. Authorizing official—Name and title: Robert Jones, County Executive Dir.; Area code / Tel. No. / Extension: 615-123-4567
b. Signature; Approved / Disapproved; Date

Section F—CERTIFICATION OF TRAINING COMPLETION

30a. Certifying official—Name and title; Area code / Tel. No. / Extension
b. Signature; Date

TRAINING FACILITY ➤ Bills should be sent to office indicated in item 25. • Please refer to number given in item 23 to assure prompt payment.

Copy 1—AGENCY (TRAINING / PERSONNEL FOLDER) NSN-7540-01-008-3801 Previous edition usable — 182-106 — Standard Form 182 (Rev. 12/79) (10-Part) U.S. Office of Personnel Management FPM Chapter 410

--*

Continued on the next page

F Distributing SF-182

This table shows originating offices when to send SF-182's.

IF item 21 d is...	THEN originating office shall...
more than $1,500	send SF-182 to Director, HRD for approval, through the State and Area Offices. After approval, HRD, TDB shall return the remaining copies to the originating office for distribution.
$1,500 or less	make distribution after Section E has been approved by the appropriate official.

Continued on the next page

F Distributing SF-182 (Continued)

Distribute SF-182's according to this table.

Copy	Title	Distribution
1	Agency (Training/Personnel Folder)	When course has been completed and evaluation has been received, certifying official signs in Section F. Send copy 1 to location where employee's OPF is maintained, for placement in employee's OPF. If course was not completed, certifying official shall: • indicate why course was not completed in "Agency Use Only" block • send copy 1 to location where employee's OPF is maintained for filing.
2	Agency (Data Processing)	Send to State Training Officer in State Office.
3	Vendor (File)	Send to vendor or training institution. For training sponsored by USDA, Office of Personnel, send to HRD, TDB for submission.
4	Vendor (Finance)	
5	Vendor (Agency)	May be discarded.
6	Vendor (Employee)	Send to employee.
7	Agency (Finance)	File in the County Office training file.
8	Agency (Optional Use)	

Continued on the next page

F
Distributing SF-182 (Continued)

Copy	Title	Distribution
9	Agency (Evaluation)	The employee shall: • complete Section C within 2 weeks after training has been completed • give copy 9 to individual's immediate supervisor. The immediate supervisor shall: • complete Section D within 30 days from receipt • send copy of completed evaluation form to State Training Officer in State Office for filing.
10	Agency (Originating Office)	May be discarded.

G
Employee Responsibility

Employees shall inform County Office of all training that has been:

- completed
- not completed
- canceled.

H
County Office Responsibility

County Office shall advise State Office of all training that has been:

- completed
- not completed
- canceled.

42 Using FSA-606, Individual Training Record

A Using FSA-606

FSA-606 provides a cumulative list of all formal training completed or not completed for each individual. Use FSA-606 in offices where OPF is maintained at another location. The following offices shall use FSA-606:

- State Offices and Ag Credit Teams
- APFO.

Note: FSA-606 is not required for County Office non-Federal employees, except COT's.

B Preparing FSA-606

The office training coordinator shall:

- prepare FSA-606 for each permanent full-time or permanent part-time employee
- maintain FSA-606 in an office master file
- forward FSA-606 to new employing office, if employee changes duty station
- forward FSA-606 to employees OPF, if employee leaves FSA.

Continued on the next page

42 Using FSA-606, Individual Training Record (Continued)

C
Example of FSA-606

This is an example of a completed FSA-606.

REPRODUCE LOCALLY. Include form number and date on reproductions.

FSA-606
(01-27-94)

U.S. DEPARTMENT OF AGRICULTURE
Farm Service Agency

INDIVIDUAL TRAINING RECORD

1. NAME *(Last, First, Middle)*: Smith, John J.
2. GRADE: GS-1145-11
3. TITLE: Agricultural Program Specialist

4. COURSE TITLE	5. TRAINING VENDOR	6. HOURS	TRAINING PERIOD 7. DATE STARTED	TRAINING PERIOD 8. DATE COMPLETED	9. EVALUATION COMPLETED *(Date)*	10. TOTAL COST *(Block 21D of form SF-182)*	RECORDING 11. DATE	RECORDING 12. INITIALS
Writing Effective Letters	OPM	24	1/27/9X	1/29/9X	2/12/9X	$365.00	2/16/9X	MB

11. COMMENTS

43 Codes for SF-182, Item 20

A
Purpose Code Definitions

The purpose code indicates why the employee received training and reflects management's decision regarding the employee's need for training. This table lists purpose codes and definitions for SF-182, item 20 a.

Code	Type	Definition
1	Mission or Program Change	To provide the knowledge, skills, and abilities needed as a result of change in Agency mission, policies, programs, or procedures. **Example:** Training provided social workers to acquaint them with new policies and procedures affecting the eligibility for, or benefits to be accorded, welfare recipients.
2	New Technology	To provide the knowledge, skills, and abilities required to keep abreast of developments in the employee's occupational field or in a related field. **Example:** Training provided an employee in the use, maintenance, or repair of new and advanced electronic equipment, the application of new technology, or advances in the "state-of-the-art."
3	New Work Assignment	To provide the knowledge, skills, and abilities needed as a result of assignment to new duties and responsibilities, if training is not a part of a planned career development program. **Example:** Technical training provided an accounting clerk who has been newly assigned accounting technician duties.
4	Improve Present Performance	To provide knowledge, skills, and abilities needed to improve or maintain proficiency in present job. **Example:** Training provided typists to improve typing speed and accuracy, or training in telephone techniques for clerks or secretaries. Code refresher training and attendance at professional conferences and meetings code "4".

Continued on the next page

43 Codes for SF-182, Item 20 (Continued)

A
Purpose Code
Definitions
(Continued)

Code	Type	Definition
5	Meet Future Staffing Needs	To provide the knowledge, skills, and abilities needed to meet future staffing needs through a planned career development program in an occupational specialty, executive or managerial development program, a management internship, cooperative education program, training agreement, or programs to update skills and abilities. **Example:** Stenographic training for typists or technical training for laboratory assistants.
6	Develop Unavailable Skills	To acquire the knowledge, skills, and abilities needed for fields of work that are unique to the Federal Government, or to meet existing Government staffing needs in occupations for which the labor market cannot produce a sufficient number of trained candidates. **Example:** Air Traffic Controller or Taxpayer's Service Representative training.
7	Trade or Craft Apprenticeship	To provide the classroom or group portion of formal training in an apprenticeship program that, together with guided work experience, permits the employee to acquire the knowledge, skills, and abilities needed to meet the requirements for full performance.
8	Orientation	To provide orientation to the policies, purposes, missions, and functions of the employing Agency or the Federal Government for new employees.
9	Adult Basic Education	To provide the basic knowledge, skills, and abilities needed to permit the employee to function in a work environment.

Continued on the next page

B
Type Code Definitions

The type code indicates the principal subject matter and emphasis of the training provided an employee. This standard categorized the subject matter of the training given, not the position of the person trained. This table lists the type codes for SF-182, item 20 b.

Code	Type	Definition
1	Executive and Management	Education or training in the concepts, principles, and theories of subjects such as public policy formulation and implementation, management principles and practices, quantitative approaches to management, or management planning, organizing, and controlling.
2	Supervisory	Education or training in supervisory principles and techniques in subjects such as personnel policies and practices (including equal employment opportunity, merit promotion, and labor relations), human behavior and motivation; communication processes in supervision; work planning, scheduling, and review; and performance evaluation.
3	Legal, Medical, Scientific, and Engineering	Education or training in the concepts, principles, theories, or techniques of disciplines, such as law; medicine; the physical, biological, natural, social, or behavioral sciences; education; economics, mathematics, and statistics; architecture; engineering; or foreign affairs.
4	Administration and Analysis	Education or training in the concepts, principles, and theories of fields such as public or business administration; personnel; training; equal employment opportunity; logistics; finance; systems analysis; policy, program, or management analysis; or planning.
5	Specialty and Technical	Training of a specialized or technical nature in the methods and techniques of field such as investigation, security, police science, supply, procurement, transportation, air traffic control, computer programming, languages, or medical, legal, or scientific support work.

Continued on the next page

43 Codes for SF-182, Item 20 (Continued)

B
Type Code
Definitions
(Continued)

Code	Type	Definition
6	Clerical	Training in clerical skills such as typing, shorthand, keypunch or computer operation, letter writing, filing, or telephone techniques.
7	Trade or Craft	Training in the knowledge, skills, and abilities needed in such fields as electrical equipment installation, maintenance or repair, tool and diemaking, welding, or carpentry.
8	Orientation	Training of a general nature to provide an understanding of the organization and missions of the Federal Government or the employing Agency, or a broad overview and understanding of matters of public policy.
9	Adult Basic Education	Education of training to provide basic completeness in subjects such as remedial reading, grammar, arithmetic, lipreading, or braille.

Continued on the next page

C
Source Code Type

This table lists the vendor source code types for SF-182, item 20 c.

Code	Vendor
1	Government - Agency
2	Government - Interagency
3	Non-Government - Designed for Agency
4	Non-Government - Off-shelf
5	State or local government

Continued on the next page

D
Special Interest Codes

This table lists the special interest codes for SF-182, item 20 d.

Code	Special Interest
00	None
01	Executive Development
02	Supervision
03	Supervisory/Manager Probationary Period
04	Upward Mobility (Department)
05	Upward Mobility (Agency)
06	SES Candidate Development Program
07	Management Development Program (Department)
08	Management Development Program (Agency)
09	FCS Mid-Level
10	FCS Senior Threshold
11	*--PMI (Presidential Management Intern Program)
12	COOP (Cooperative Education Program)
13	President's Executive Exchange Program
14	LEGIS Fellows Program
15	Com Sci (Commerce Science Program)
16	Women's Career and/or Executive Development
17	PTO (Patent and Trademark Office) Law Program--*
18	Long Term - Full-Time
19	Long Term - Part-Time

Continued on the next page

43 Codes for SF-182, Item 20 (Continued)

D
Special Interest Codes (Continued)

Code	Special Interest
20	Civil Rights Training
21	Computer Training
22	Self Development
23	Congressional Fellowship
24	Foreign Language Training
25	Total Quality Management
26	PIA (Procurement Integrity Act) Ethics Training
27	INFOSHARE Training
28	HIV/AIDS Training
*--29	NASS Survey Training
30	Ethics Training (Basic)
31	Annual Ethics Training--*

44-53 (Reserved)

Part 4 Quality Control and Evaluation of Training Meetings

54 Overview

A Introduction

This part includes information on:

- quality control
- evaluating training meetings.

55 Training Meetings

A Quality Control

Unit heads, training coordinators, or other persons responsible for planning and conducting training meetings are responsible for quality control.

B Selecting Training Facilities

Training offices are responsible for planning and selecting accessible training locations and facilities. Training shall be held at the most cost-effective location. Give consideration to travel expenses and lodging for participants.

Training offices shall ensure that discrimination does not result from using facilities that deny access by failing to reasonably accommodate people with disabilities.

C Reviewing Training Plans

Unit heads who plan and conduct training shall contact their training office to ensure that plans, materials, and presentations are reviewed before use.

56 Evaluation of Training

A
--Evaluation--
Policy

Evaluate all formal training * * *.

B
Developing Evaluation Form

For FSA training programs:

- the office developing the program will be assisted by a training specialist who is responsible for developing an evaluation form
- managers or instructors may request additional information to be evaluated.

For interagency and non-Government training programs, use any of the following:

- SF-182 evaluation form
- vendor-supplied evaluation form
- training office-developed evaluation form for that program.

C
Items to Include on Evaluation Form

Include the following items on any evaluation form:

- examples of usefulness in participant's work
- quality of presentations
- quality of facilities
- suggestions for improvements
- effectiveness of instructor
- overall appraisal of program
- *--effectiveness of learning techniques.--*

Example: Excellent, good, fair, or poor.

Continued on the next page

56 Evaluation of Training (Continued)

D
Date for Obtaining Evaluation

Request that participants complete an evaluation form on either or both of the following:

- on the last day of the training program; that is, before close of session
- within 30 days of course, using SF-182 evaluation form.

E
Using Evaluation Information

Use the evaluation forms to:

- improve FSA training
- determine value of course for FSA employees.

57 Conferences and Meetings

A

***--Off-Site Conferences and Meetings**

27-AS provides the requirements and approval authorities for scheduling and conducting off-site meetings, conferences, training sessions, and ceremonies.

29-AS will be amended to also include the requirements and approval authorities.**--***

* * *

B

Washington D.C. Government Meeting Space

The administrative contact for each FSA division has been provided with a list of USDA's conference rooms. Contact the meeting coordinators in MSD, Resource Coordination Staff if space is not available or offices need space reserved for the following:

- Jefferson Auditorium
- South Building Cafeteria
- South Building Conference rooms 4960 and 5066
- Jamie L. Whitten Building Patio
- Reporters Building Conference rooms.

If meeting space is not available in the USDA complex and space is still required, provide the meeting requirements to Resource Coordination Staff so that space can be negotiated offsite.

* * *

58 (Withdrawn--Amend. 2)

59-67 (Reserved)

Part 5 Orientation Programs

68 Overview

A Introduction

This part includes information on orientation programs.

B Policy

Provide initial training of newly elected or appointed committee members and employees to acquaint them with:

- FSA organization, history, background, responsibilities, and program philosophy
- responsibilities and functional relationships
- basic personnel and administrative policies and procedures
- civil rights.

69 New Employees

A
Immediate Supervisor

Immediate supervisor shall ensure that the following are provided to new employees:

- introduction to personnel in the unit
- description of available facilities and services
- discussion of office practices and rules
- basic employee benefits and obligations
- civil rights
- performance standards expected, and individual development and performance appraisal systems
- duties and responsibilities
- step-by-step instructions about performing assigned work.

Continued on the next page

B
Orientation Packet

When a new employee reports for duty, include the following in the orientation packet:

- "Orientation Information Guide"
- "Merit Promotion Plan"
- "Standards of Ethical Conduct for Employees of the Executive Branch"
- health benefits registration form and any information on the program
- Federal Employees' Group Life Insurance brochure and election form
- "When Injured at Work" (CA-11)
- list of employees, telephone numbers, and office room numbers
- ***--**Leave Record (FFAS-367)**--***
- applicable pay scale
- FSA organizational chart.

C
***--National Office Employees**

National Office employees shall be shown the following audiovisual training**–*** aids:

- multimedia orientation program
- "Public Service, Public Trust" video
- "USDA Making a World of Difference" video.

---

70 Field and State Executive Directors

A
Unit Head

Unit head shall discuss the following issues with employees immediately after they enter on duty:

- FSA organization and relationships with other Agencies
- lines of communication
- Director's responsibilities and authority
- FSA programs and the farmer committee system
- payroll, authorized travel, and other administrative requirements.

B
Additional Training for SED's

Provide additional training, as needed, for SED's in the following areas:

- recruiting, staffing and training responsibilities
- budgeting, administrative services and fiscal operations
- civil rights
- management, communications, and human relations.

C
National Orientation Course

New SED's shall attend The National Orientation Course in Washington, DC, as soon as possible after appointment. HRD is responsible for course implementation.

71 State Committee Members

A
***--EDSO Responsibilities**

EDSO will discuss the following at an STC meeting when a new committee--* member is appointed:

- FSA organization and relationships with other agencies
- lines of communication
- committee system
- STC responsibilities and authority
- conducting effective STC meetings
- payroll, authorized travel and other administrative requirements
- civil rights
- background information on FSA programs available. Provide copies of background information statements (BI series).

B
National Orientation Course

New STC's shall attend The National Orientation Course in Washington, DC, as soon as possible after appointment. HRD is responsible for course implementation.

72-82 (Reserved)

Part 6 On-the-Job Training Programs

83 Overview

A Introduction

This part includes information on:

- training in present job
- cross-training
- temporary duty training
- job rotation training.

84 Training in Present Job

A Purpose

On-the-job training programs prepare employees in regular work situations to better perform their assigned duties.

Continued on the next page

B
Responsibilities

Unit heads and immediate supervisors responsibilities are as follows.

- Unit heads shall conduct:
  - frequent staff meetings to keep members well informed of current activities

    Note: Weekly meetings are recommended.

  - meetings with all personnel as needed.

    Note: Quarterly meetings are recommended as a minimum.

- Immediate supervisors shall:
  - set clear work objectives with subordinates
  - establish agreement on what is to be done and when it is to be done
  - delegate responsibility and authority for work assignments
  - ensure that all subordinates understand and are skilled in work to be done, and arrange for training if needed
  - provide for frequent follow-up counseling and evaluation sessions to ensure that desired results are achieved.

85 Cross-Training

A Purpose

Cross-training prepares current employees to perform other jobs within the unit for the purpose of maintaining work output and ensures orderly operation during times when:

- employees have emergency absences, take planned leave, take training, or must perform other assignments
- the unit is experiencing peak workloads and is not adequately staffed to meet them.

B Advantages of Cross-Training

Cross-training will increase:

- the number of employees capable of performing duties assigned to the unit
- understanding and cooperation among employees.

C Responsibilities

Unit heads and supervisor's staff should continually provide adequate cross-training within their staffs.

86 Temporary Duty Training

A Relocating to Achieve Specific Training

Relocate an employee to other units or locations for up to 6 months for training to accomplish 1 or more of the following:

- obtain additional experience valuable to present job
- learn a new job or operation
- participate in a study, survey, or project
- train employees in other units
- increase employee's ability to handle more responsible assignments
- increase employee's understanding of FSA operations, programs, administrative activities, and career opportunities.

B Responsibilities

Supervisors shall determine need, select employees, and recommend training. This includes:

- working and discussing plans with other supervisors involved

  Note: These discussions may result in recommendations for a series of assignments or to train employees on assignments.

- contacting HRD, Employment Services Branch:

  - to ensure that proper channels and rules are followed
  - if assistance is needed.

Note: **Some** details may require that competitive procedures are followed to ensure that all interested employees are offered an opportunity for special assignments that may lead to promotional opportunities.

Continued on the next page

C Selecting Employees

When selecting employees for temporary duty training, consider the:

- objectives that are expected to be accomplished
- employee's:
  - experience and previous training
  - ability to develop and benefit from training
  - interest in improving their performance.

D Obtaining Approval

Submit written recommendations for approval according to this table.

WHEN recommending office is...	THEN approving official is...
a State Office	EDSO
a County Office	SED through DD.
*--APFO, KCCO, or Kansas City Field Offices	Director, KCAO.--*
all other offices	Deputy Administrator, through channels.

87 Job Rotation Training

A
Responsibilities and Use

Unit heads should consider using job rotation as a means of training employees.

- Job rotation may be either a lateral transfer or a promotion to another phase of operations.
- Employee under job rotation training may be rotated within a 3- to 7-year period.

B
Permanent Assignments

The permanent assignment of an employee to another position in a different phase of FSA operations is for:

- increasing the employee's knowledge and experience in FSA operations
- strengthening units and staffs by providing them with employees who have a broad understanding of FSA operations.

C
Approval

Submit written recommendations for approval to personnel servicing office.

88-98 (Reserved)

Part 7 Individual Development Plans

99 Overview

A
Introduction

This part contains:

- information on using IDP's
- information on completing FSA-600
- examples of completed FSA-600's.

100 Using Individual Development Plan

A
Introduction

IDP's shall provide meaningful training plans that will enable employees to:

- perform duties according to established job standards
- improve job performance.

Continued on the next page

100 Using Individual Development Plan (Continued)

B
Who Needs to Complete IDP's

IDP's are required for all:

- permanent full-time employees

  Note: For new permanent full-time employee, IDP is required 90 calendar days after the employee reports for duty.

- COT's.

IDP's are optional for all employees not listed in this subparagraph, including County Office non-Federal employees.

C
IDP Considerations

IDP's should be formulated to include the following considerations:

- degree to which the employee possesses job-related knowledge, skills, and abilities

- relationship of the planned developmental activity to the knowledge, skills, and abilities required by the employee's present position.

D
Supervisors Responsibility

Supervisors shall:

- be responsible for the development of their employees to achieve the knowledge, skills, and abilities according to their performance standards

- ensure that employees do not fail major assignments because of a knowledge or skill deficiency that could have been achieved through training

- along with employees, prepare FSA-600 annually at performance appraisal time for those individuals requiring IDP.

Continued on the next page

100 Using Individual Development Plan (Continued)

E
Employee Responsibility

Employees are responsible for the initial implementation of IDP once it has been approved. This includes:

- completing training courses, if funds are available
- coordinating IDP plan with training contact
- scheduling workload and negotiating time priorities with their supervisor.

F
Reviewing or Revising IDP's

IDP's should be reviewed, revised, or both as follows:

- at progress reviews of the performance plans
- upon completion of training
- altered as performance plans and job assignments change.

G
Training Office Function

One copy of each approved IDP shall be submitted to the appropriate training office. The training office will:

- tabulate and summarize responses
- determine the need for group training programs
- provide assistance to training coordinators in understanding the IDP process.

101 Completing FSA-600, Individual Development Plan

A Completing FSA-600

Complete FSA-600 according to this table.

Note: See subparagraph B for 2 completed FSA-600's.

Item	Action
1	Enter employee's full name (last, first, and middle initial).
2	Enter employee's office/division and office location.
3	Enter page number and total number of FSA-600 sheets.
4	Enter employee's pay plan, series, and grade.
5	Enter employee's position title.
6	Enter FY.
7	If no further development is desired or required at this time, mark the box and skip to item 14.
8	• Review career goals. • Identify knowledge, skills, abilities, and training or developmental experiences needed to attain goals.
9	Describe briefly the developmental activities that are needed to meet the developmental objectives. • Include mandatory training needed by the employee, such as 40 hours of supervisory training, civil rights, or ethics. • Conduct training.

Continued on the next page

A
Completing
FSA-600
(Continued)

Item	Action
10	Describe how the development will be accomplished, such as on-the-job training, detail, special assignment, formal classroom, or self-development. Enter an explanation of what will be included if on-the-job training, details, or special assignments are used. If training will be accomplished through formal instruction, identify the institution where it will occur, such as OPM, community college, supervisor's office or in-house, etc.
11	Show costs of formal training, if known, or use best estimate. Supervisors are responsible for budgeting costs, such as estimated tuition, per diem, travel, and supplies.
12 and 13	Show estimated month and year planned. Accomplishments should be recorded on a periodic basis and reviewed at least annually.
14	Get employee to sign and date after FSA-600 has been developed.
15 A and 15 B	Get supervisor to sign and date after the employee signs.
16, 17, and 18	Revise IDP to show significant changes in developmental needs. Changes will be initialed and dated in these blocks. Any changes to the original IDP, such as additions or deletions in training, rescheduling because of course cancellation or unavailability, or other reasons that denote the change on the original IDP, should be noted.

Continued on the next page

B
Examples of FSA-600

This is the first example of FSA-600.

REPRODUCE LOCALLY. *Include form number and date on reproductions.*

FSA-600
(08-13-93)

U.S. DEPARTMENT OF AGRICULTURE
Farm Service Agency

INDIVIDUAL DEVELOPMENT PLAN

This program or activity will be conducted on a nondiscriminatory basis without regard to race, color, religion, national origin, age, sex, marital status, or disability.

1. NAME *(Last, First, Middle Initial)*	2. UNIT - LOCATION	3. PAGE
Jones, Tammie L.	CEPD/Washington, DC	1 OF 1
4. PAY PLAN/SERIES/GRADE	**5. CURRENT POSITION**	**6. FISCAL YEAR**
GS-318-5	Secretary	199X

7. No further development is desired or required at this time. Check Box here → ☐

8. DEVELOPMENT OBJECTIVES: KNOWLEDGE, SKILLS, ABILITIES	9. DEVELOPMENT ASSIGNMENTS	10. TRAINING: COURSES, SEMINARS, ROTATIONAL ASSIGNMENTS, ETC.	11. ESTIMATED COSTS	DATES *(Month/Year)* 12. PLANNED	13. ACCOMP.
To improve skills in determining priorities and managing time.	Self-development activity	Read the following books: 1) How to Get Control of Your Time and Your Life (Alan Lakein) 2) The Time Trap	None	1/6-2/28/9X	
To improve ability in proofreading.	Correspondence course	Proofreading National Independent Study Center (OPM-NISC)	$85.00	3/9-5/29/9X	
To improve ability to compose non-technical correspondence.	Seminar/Workshop	Letterwriting for Secretaries OPM	$365.00	7/19-23/9X	
To improve skills in travel document preparation.	On-the-job training	Regular work sessions with division's administrative assistant to review and apply Government Travel Regulations.	None	2/28-7/30/9X	

14. EMPLOYEE SIGNATURE	DATE	15. A. SUPERVISOR'S SIGNATURE	DATE	15. B. SUPERVISOR'S SIGNATURE	DATE
☞ /s/ Tammie Jones	10/21/9X	☞ /s/ Phil Boss	10/21/9X	☞	

16. UPDATED *(Date & Initials)*	17. UPDATED *(Date & Initials)*	18. UPDATED *(Date & Initials)*

Circle applicable copy designation: Supervisor's Copy Employee's Copy Training Office Copy

Continued on the next page

B Examples of FSA-600 (Continued)

This is the second example of FSA-600.

REPRODUCE LOCALLY. *Include form number and date on reproductions.*

FSA-600
(08-13-93)

U.S. DEPARTMENT OF AGRICULTURE
Farm Service Agency

INDIVIDUAL DEVELOPMENT PLAN

This program or activity will be conducted on a nondiscriminatory basis without regard to race, color, religion, national origin, age, sex, marital status, or disability.

1. NAME *(Last, First, Middle Initial)*	2. UNIT - LOCATION	3. PAGE
Smith, Homer A.	HRD/Washington, DC	1 OF 1
4. PAY PLAN/SERIES/GRADE	5. CURRENT POSITION	6. FISCAL YEAR
GS-235-14	Branch Chief	199X

7. No further development is desired or required at this time. Check Box here → ☐

8. DEVELOPMENT OBJECTIVES: KNOWLEDGE, SKILLS, ABILITIES	9. DEVELOPMENT ASSIGNMENTS	10. TRAINING: COURSES, SEMINARS, ROTATIONAL ASSIGNMENTS, ETC.	11. ESTIMATED COSTS	DATES *(Month/Year)* 12. PLANNED	13. ACCOMP.
Strengthen and reinforce interpersonal insight and relationships. (Ability to get ideas accepted, generate cooperation, and guide a group or individual toward task accomplishment.)	Seminar/Discussion Group	Activities of Management and Personal Support. USDA	$405.00	6/22-26/9X	
Improve skills in staff organization and work force planning. (Ability to establish an appropriate course of action by establishing priorities and properly allocating resources.)	Observe staff operations and relationships in another division. (Two-week detail)	On-the-job training in Financial Management Division.	None	2/3-14/9X	
Update knowledge of current management principles and theories. (Ability to evaluate the results of delegated assignments and projects.)	Self-development activity	Read the following books: 1) Theory X Theory Y (Douglas McGregor) 2) The Impact of the Organization (Chris Argyris)	None	FY 199X	
Strengthen effectiveness in making presentations and conducting meetings.	Seminar/Workshop	Effective Presentations Barry Associates	$300.00	4/6-9/9X	

14. EMPLOYEE SIGNATURE	DATE	15. A. SUPERVISOR'S SIGNATURE	DATE	15. B. SUPERVISOR'S SIGNATURE	DATE
☞ /S/ Homer A. Smith	7/8/9X	☞ /s/ Ima Boss	7/8/9X	☞	

16. UPDATED *(Date & Initials)*	17. UPDATED *(Date & Initials)*	18. UPDATED *(Date & Initials)*

Circle applicable copy designation: Supervisor's Copy Employee's Copy Training Office Copy

102-112 (Reserved)

Part 8 Training Programs

113 Overview

A Introduction

This part contains information on:

- program and technical training
- basic skills, organization and operations training
- management development training
- career development for women
- interagency and non-Government training
- academic training
- DD training
- civil rights training
- training civil rights instructors
- long-term training.

114 Program and Technical Training

A
Introduction

Technical and program training consists of meetings and short and long term courses on farm programs and technical fields, such as conservation cost-sharing, set-aside, price support, administration, ADP, marketing and accounting, etc. This training is essential to acquaint employees with changes and advancements.

B
Responsibility

Unit head and the appropriate training office and training coordinator shall:

- determine training needs
- select participants based on their job needs
- schedule and document training
- involve participants in planning
- select qualified instructors
- assign responsibility for conducting training
- involve participants in presentations
- evaluate training.

115 Basic Skills, Organization and Operations Training

A Introduction

Instruction in basic skills, such as writing, reading, speaking, listening, machine operations, etc., shall be conducted when needed and feasible to provide all employees with skills necessary for providing quality service to:

- farmers
- the public
- other units
- each other.

This includes training employees in USDA and FSA organization and operations to provide a better understanding and appreciation of roles and responsibilities in carrying out FSA's mission.

B Responsibilities

Unit heads, supervisors, and training office responsibilities are as follows.

- Unit heads, assisted by appropriate training office, shall provide organization and operations training as needed.

- **Supervisors** shall counsel employees regularly on their job performance and assist them in:

  - determining needed improvements
  - arranging suitable training.

- **Training office** shall assist unit heads by arranging appropriate skills training.

116 Management Development Training

A
Introduction

Management development training is intended to train supervisors, managers, and executives in management principles, techniques, and skills to equip them to accomplish FSA's mission through proper supervision of employees.

B
Responsibility

This table shows the responsibility for FSA management development programs.

Responsible Person or Office	Action
Unit heads and HRD, TDB	Provide management development training as needed.
Employee	Complete at least 1 course every 3 to 6 years.

Note: See paragraph 123 on long-term training opportunities for nomination and selection procedures.

C
Supervisory Training

FSA requires that each new first-level supervisor **must** have at least 80 hours of supervisory training within 12 months after assuming a supervisory position. Only official supervisors are eligible to attend supervisory training courses.

Continued on the next page

D
Areas of Training

Training for supervisors, managers, and executives shall focus on ensuring competencies are built according to OPM's Leadership Effectiveness Framework. The competencies needed are outlined in subparagraphs E through H.

E
Basic Competencies

The following basic competencies apply to all supervisors, managers, and executives:

- oral, written, and interpersonal communication
- problem solving and decision making
- leadership
- self-direction
- flexibility
- technical competence.

F
First-Level Competencies

In addition to the basic competencies, all supervisors, managers, and executives shall build the following first-level competencies:

- human resource management
- managing diversity
- conflict management
- team building
- influencing/negotiating.

Continued on the next page

116 Management Development Training (Continued)

G
Mid-Level Competencies

In addition to the basic and first-level competencies, all managers and executives shall build the following mid-level competencies:

- creative thinking
- planning and evaluation
- customer orientation
- management controls/integrity
- financial management
- technology management.

H
Higher-Level Competencies

In addition to the basic and mid-level competencies, all executives shall build the following competencies:

- vision
- external awareness.

117 (Withdrawn--Amend. 4)

118 Interagency and Non-Government Training

A
Purpose

Interagency and non-Government training programs and courses, including correspondence courses, dealing with subject matter of value in better preparing employees and supervisors to carry out the mission of FSA may be considered within the scope of outside training.

B
Policy

FSA uses outside training to supplement in-service training when essential and appropriate to meet training needs of employees.

To the greatest extent practicable, FSA's training needs shall be met through:

- FSA programs, personnel, and facilities
- other Government agencies, such as OPM, GSA, or other interagency course offerings
- non-Government training facilities or instructors.

C
Agreement to Continue in Service

Employees scheduled for training of over 80 hours in length shall sign, before the beginning of the training period, an agreement to continue in Federal Government service.

- Field employees shall sign the agreement on SF-182, Section G (on the reverse side of copy 1).
- HRD, TDB shall provide an agreement to National Office employees.

Continued on the next page

C Agreement to Continue in Service (Continued)

This does not apply under 1 or more of the following conditions:

- only cost to the U.S. Government is salary
- training is provided by manufacturers as a normal service to users of the manufacturers' products
- training does not exceed 80 hours within a single program
- training is through correspondence courses.

119 Academic Training

A
Purpose

Academic training is used to provide for the development of competent employees and enhance employees' interpersonal skills.

Training is not limited to current profession/track. However, each request will be reviewed on a case-by-case basis.

This includes, but is not limited to specialties, such as economics, marketing, conservation, rural development, business and public administration, and management.

B
Restrictions on Degree Training

FSA will not authorize the selection and assignment of an employee for training, or the payment or reimbursement of the costs of training, for either of the following:

- the purpose of providing an opportunity to an employee to obtain an academic degree to qualify for appointment to a particular position for which the academic degree is a basis requirement

- the sole purpose of providing an opportunity to an employee to obtain 1 or more academic degrees.

C
Part-Time Enrollment

An employee enrolled in an individual course at a college or university is considered to be enrolled part-time.

D
Full-Time Enrollment

FSA will not pay tuition for an employee enrolled at a college or university on a full-time basis.

Exception: USDA/1890 National Scholars Program.

Continued on the next page

E
Criteria for Selecting Participants

Recommending and approving authorities shall determine an employee's qualifications for enrolling in academic training courses. Selection criteria include:

- need for improvement
- training previously completed or not completed
- ability to train others
- career enhancement
- personal development
- developing the knowledge, skills, and abilities that will enable employees to perform their official duties
- benefit to FSA.

Notes: * * * Requests for academic training shall be accompanied by written justification. Justifications shall explain how each training course will:

- develop the knowledge, skills, and abilities that will enable employees to perform their official duties
- improve individual and organizational performance
- assist in achieving the Agency's mission and performance goals.

*--Justification shall include the following statement (signed and dated by immediate supervisor):

"I concur with the above statement/justification that the requested training course will develop the knowledge, skills, and abilities that will enable (name of person needing training) to perform their official duties."--*

F
Academic Expenses

FSA may pay or share tuition and related costs with employees for 2 courses per semester for approved academic training, if a grade of "C" or above is achieved. See paragraph 36 for more details.

Note: After completing academic training, participant shall provide the following to the appropriate training office:

- grade report
- training evaluation.

120 District Director Training Program

A
Program Objectives

The District Director Training Program objectives include:

- establishing a national training program that provides consistent, relevant training for DD's, including basic supervisory training
- providing DD's with the knowledge and skills needed to perform their role effectively.

B
Training Program Responsibilities

HRD, TDB shall:

- ensure overall administration and implementation of the District Director Training Program

•*--provide the following, through EDSO:--*

- advisory assistance
- program coordination and development
- evaluation of training.

C
***--EDSO Responsibility**

EDSO shall monitor the District Director Training Program activities to ensure completion of objectives.

D
KCAO Responsibility

PD, Employee Development Branch, shall provide assistance with administration--* and coordination of training as needed.

Continued on the next page

E
State Office Responsibilities

State Offices shall:

- ensure that DD's are scheduled for training within 1 year of their selection to the DD position
- receive basic supervisory training
- provide assistance with administration and coordination of training when training location is in the State
- *--notify PD, Employee Development Branch of newly selected DD's within 30 calendar days of selection
- provide HRD, TDB, through EDSO, with names of DD's nominated to--* attend scheduled Strategic Management Skills for District Directors
- release from regularly scheduled duties those DD's selected to participate or instruct Strategic Management Skills for District Directors.

F
Planning and Scheduling Training

General requirements are as follows.

- All newly selected DD's shall receive the necessary training to provide them with the knowledge, skills, and abilities for successfully performing DD duties.
- DD's shall be scheduled for Strategic Management Skills for District Directors within 1 year of their selection as DD.

---

121 Civil Rights Training

A
Introduction

This paragraph contains the requirements, regulations, and procedures for civil rights training within FSA.

B
Training Policy

USDA regulations require that agencies provide annual training to *** * *** personnel on civil rights responsibilities. The USDA Office of Civil Rights will specify the required training on an FY basis. *** * *** It is FSA's policy that additional civil rights training may be identified as the need arises.

Continued on the next page

C
Civil Rights Training Requirements

The required USDA civil rights training will be determined by USDA's Office of Civil Rights on an annual basis.

***--**The required FSA civil rights training will be determined by FSA's OCR on an annual basis.

D
Personnel To Be Trained

All of the following personnel will be trained for USDA civil rights training requirements unless otherwise identified by USDA's Office of Civil Rights:**--***

- Federal employees
- County Office employees
- part-time and temporary employees, Federal or county, who are working at the time the training is offered
- elected committee persons
- committee minority advisors and alternates if they actively serve.

--All** of the following personnel will be trained for FSA-specified training unless otherwise identified by FSA's OCR:**--

- Federal employees at the State and County Office level
- County Office employees
- part-time and temporary employees at the State and County level, Federal or county, who are working at the time the training is offered
- elected committee persons
- committee minority advisors and alternates if they actively serve.

Continued on the next page

121 Civil Rights Training (Continued)

E
Method of Delivery

--**The method of delivery will be determined by the organizational unit specifying the training. Instructions will be issued by USDA's Office of Civil Rights on**-- how to administer the training.

*** * ***

F
Documenting Training

***--**Instructions will be issued by USDA's Office of Civil Rights to document the training for the USDA civil rights training.

For FSA civil rights training, documentation will vary with the office. For those offices using I*CAMS, documentation will be by I*CAMS. For those offices not yet connected to I*CAMS, SF-182's will be completed according to Part 3.**--***

G
Contact Points

The following are contacts for course content and delivery.

IF there are questions about...	**THEN contact...**
course content	***--**FSA, OCR at 202-401-7220.**--***
training delivery	• Regina Duncan at 202-418-9053 or email at **regina_duncan@wdc.fsa.usda.gov** • Joe Hoffman at 202-418-9048 or e-mail at **joe_hoffman@wdc.fsa.usda.gov**.

122 (Withdrawn--Amend. 4)

123 Long-Term Training and Development

A
Introduction

FSA regularly has opportunities to nominate and select employees for long-term supervisory, executive, and career development programs.

Select employees for long-term training and development opportunities without regard to race, color, religion, sex, national origin, age, marital status or disability, or other factors unrelated to the need for the training.

Continued on the next page

B
Training Programs

Some of the long-term opportunities available include:

- Excellence in Government Fellows Program
- Executive Potential Program
- *--OPM Federal Executive Institute
- OPM Management Development Centers
- Graduate School, USDA - Congressional Fellowship Program--*
- Executive Leadership Program for Mid-Level Employees.

Note: Some programs may be offered only to National Office employees.

C
Merit Promotion Procedures Mandated

Merit promotion procedures must be used when selecting a career or career conditional employee for training that is:

- part of an authorized training agreement, such as, Career Enhancement Program
- part of a promotion program
- required before an employee may be considered for a promotion.

Continued on the next page

D
Selecting Participant

Select participants for long-term training and development opportunities as follows.

- HRD, TDB shall:
  - review applications for eligibility
  - ***--**select and facilitate panels.
- Panels shall:
  - review and rank employee nominations using Agency-wide criteria
  - consider candidates without discrimination for any nonmerit reason, such as race, color, religion, sex, national origin, age, marital status, or disability.
- The panel:
  - recommends final participants
  - refers participants to the Administrator or designee for approval for the allotted number of spaces approved.**--***

E
HRD, TDB Responsibilities

HRD, TDB shall:

- administer the program
- provide guidance to participants.

Continued on the next page

123 Long-Term Training (Continued)

F
Deputy Administrator Responsibilities

Deputy Administrators, when applicable, shall make selection recommendations to ***--**the Administrator based on panel recommendations.

Note: DAM will serve as Chairman of the Deputy Administrators' Selection Committee.

G
Administrator Responsibility

The Administrator or designee shall approve the final participants.**--***

124-133 (Reserved)

Part 9 County Operations Trainee Program

134 Overview

A COT Training Program Objectives

The COT Program:

- teaches trainees how to effectively conduct COC and County Office activities
- establishes a well-balanced, adaptable program that provides consistent training for candidates nationwide
- exposes trainees to COC's to assist trainees in:
  - improving job knowledge, skills, and abilities
  - enhancing their potential for selection.

B Selecting Trainee

Select trainees according to 27-PM.

C Home County Training

An employee is not prohibited from working in a county in which the employee was residing or employed immediately before accepting an appointment as COT.

--Example:** When a Program Technician is selected as COT, the training County Office may be the County Office in which the employee was employed as a Program Technician.**--

Note: See 27-PM, paragraph 478.

Continued on the next page

134 Overview (Continued)

D
HRD, TDB Responsibilities

HRD, TDB shall:

- ensure overall training administration of the COT program
- *--provide the following, through EDSO:--*
  - advisory assistance
  - national management training program
  - program coordination and development
  - evaluation of State training activities for COT's.

E
***--EDSO Responsibilities**

EDSO shall:--*

- monitor State COT program activities to ensure completion of objectives
- review individual trainee program from evaluation prepared by State Offices.

Continued on the next page

134 Overview (Continued)

F
State Office Responsibilities

State Offices shall complete the stages listed in this table.

Stage	Action
1	*--Ensure that all trainees complete and sign FSA-227.--*
2	Ensure that COT's have an SED-approved IDP before training begins.
3	Develop a training schedule for each trainee containing at least: • date • function • location • responsible trainers • State training objective and related handbook reference. **Note:** Adjust schedule of individual trainees in a training County Office based on conditions within the State, if necessary, to provide training opportunities in a timely manner.
4	Select the trainee headquarters County Office and County Offices where program training shall be held.

5	Conduct evaluation reviews.
	
	• The State Training Officer shall:
	
	  • consult with SED, DD, program specialists, and previous trainers
	  • determine whether the trainee's progress is satisfactory.
	
	• Conduct a minimum of 4 reviews using FSA-854. These reviews must be done at the end of the trainee's 3rd, 6th, 9th, and 12th months of training. Reviews shall not exceed 2 workdays. If deficiencies in the trainee's progress are evident, do either of the following:
	
	  • prescribe additional training
	  • take action to separate the trainee.

Continued on the next page

134 Overview (Continued)

F
State Office Responsibilities (Continued)

Stage	Action
6	Maintain FSA-279 showing progress of trainees through the training program.
7	*--Place trainees who successfully completed the 52-week training program and the 1-week National FSA Management Training session on the STC Register of Eligible Candidates--* Certificate for CED positions.
8	Separate from service, at any time during the training program, employees whose performance is not satisfactory.

G
Training County Headquarters

State Offices shall select a County Office to serve as interim headquarters for trainees during the training period.

The County Office shall prepare the trainee's:

- payroll
- time and attendance
- leave
- travel compensation
- per diem.

135 Planning and Scheduling Training

A
General Requirements

All trainees will receive the necessary training to develop the knowledge, skills, and abilities for successfully performing CED duties.

See paragraph 137 for the minimum national training standards for CED positions.

B
Selecting Training Counties

State Offices shall identify and select a sufficient number of training County Offices to accommodate hired trainees.

State Offices should consider County Offices with a scope of program activity that can provide trainees with the most extensive background in County Office operations.

Continued on the next page

C
Selection Criteria for Training Counties

State Offices shall use the following selection criteria:

- training County Office selection is acceptable to COC
- CED is receptive to the trainee program and has an attitude that indicates support of program objectives
- CED has recognized management and supervisory ability, indicated by:
  - a highly motivated staff
  - acceptance by farmers and the community
  - evidence of balanced attention to all activities identified with the CED position
- CED manages in a way that devoting time to the training program will not result in deficiencies in the County Office's program operations
- CED is available to attend trainer conferences and programs
- CED can prepare a training schedule and include a sequential outline of training that includes a schedule of training activities.

D
Workshop for County Trainers

State Offices shall not place trainees in a training County Office until CED has attended a trainer program or has been thoroughly briefed and oriented by the State Office.

* * *

---

136 COT Training Requirements

A
Overview

Each COT shall satisfactorily complete a 52-week training program. COT's who do not satisfactorily complete the required training shall be separated from the program, by written notice, according to 27-PM.

B
Exception to 52-Week Training Program

--SED's may submit a request to EDSO for a shortened training period based-- on prior experience with FSA programs. Send 1 copy of this request to HRD, TDB.

Each request shall include a justification and specify the requested duration of the training period.

C
Training Program Record

State Offices shall ensure that:

- a training program record is prepared and maintained to show the sequence of administrative and program operations, and demonstrated management skills that each COT must have to complete the program
- the State training officer initially prepares the record
- the trainer CED uses the record to indicate COT's progress during the training period
- the training officer maintains a master copy of COT's record for reviewing progress and evaluation with COT's and responsible officials.

Continued on the next page

D
National COT Training

--COT's who are making satisfactory progress will be scheduled for the 1-week National FSA Management Training session. This session shall be scheduled, when possible, between the 10th and 12th month of training.--

* * *

E
Evaluating COT's

The State Training Coordinator, consulting with SED, DD, program specialists, and previous trainers, shall determine whether the trainee's progress is satisfactory. This includes:

- using FSA-854
- conducting a minimum of 4 reviews during the training period.

Notes: These reviews must be done at the end of the trainee's 3rd, 6th, 9th, and 12th months of training.

Review shall not exceed 2 workdays.

If deficiencies in trainee's progress are evident, do either of the following:

- prescribe additional training
- take action to separate the trainee.

Continued on the next page

F
52-Week Evaluation

At the end of the 52 weeks, DD, SED, and STC shall evaluate the COT's performance. This 52-week review shall be used to determine whether COT's:

- shall receive any additional training necessary to qualify them for a permanent County Office position

  Note: The additional training for reconsideration shall not last longer than 1 month. At the end of the additional training, the State Office shall re-evaluate to determine whether COT should be placed on the Program Assistant list for selection by CED.

- shall be placed on the STC Register of Eligible Candidates Certificate for CED positions after satisfactorily completing the first 1-week national management training session

- failing to be placed on the STC Register of Eligible Candidates Certificate or the Program Assistant list may be separated.

137 National Minimum Training Standards for CED Positions

A
Training Program Objectives

The national minimum training standards for CED positions provided under the COT program shall provide trainees with:

- instruction and experience necessary to effectively perform CED duties
- the opportunity to observe how a County Office operates.

B
Knowledge, Skills, and Abilities

CED trainees, upon completing individual training, are expected to have the following demonstrated knowledge, skills, and abilities:

- ability to work effectively with representatives of the State Office, COC, private organizations, farmers' associations, producers, and the general public
- an adequate understanding of farming practices and customs, including the economic needs of farming communities at the county level
- ability to communicate orally and in writing
- knowledge of FSA programs
- ability to apply State policies and objectives at the local level
- skill in effectively applying general management principles to County Office operations.

138 Completing FSA-279, County Operations Trainee Progress Register

A
State Training Coordinator Responsibility

The State Training Coordinator shall immediately submit 2 copies of FSA-279 when either of the following occurs:

- a new trainee is hired
- any entry is made in columns.

B
Distributing FSA-279

Distribute FSA-279 as follows:

- keep original FSA-279 in the State Office
- make 2 photocopies of FSA-279 and send to:

  - *--EDSO--*
  - HRD, TDB.

Continued on the next page

138 Completing FSA-279, County Operations Trainee Progress Register (Continued)

C
Completing FSA-279

Complete FSA-279 according to this table.

Item	Action
1	Enter State and county name.
2	Enter date of this report or revised register.
3	Enter page number and total number of pages submitted.
4 A	Enter COT's full name (last, first, and middle initial).
4 B	Enter date entered on duty as COT. Original entry on duty date at recruitment must remain the same if employee transfers to another State.
4 C	Place a checkmark to indicate that FSA-854 has been completed * * * at the end of the 3rd, 6th, 9th, and 12th months of training.
4 D	*--Enter date COT completed the 1-week National FSA Management Training course.
4 E	Enter the date that training is satisfactorily completed. This training period shall be not less than 52 weeks (12 months).
4 F	Enter the date that COT who successfully completed the 52-week training program and the 1-week National FSA Management Training shall be placed on the STC Register of--* Eligible Candidates Certificate for CED positions.
* * *	* * *
4 G	Enter the final action and date of termination, additional training for not longer than 1 month, placement as CED, etc., for all trainees.

Continued on the next page

138 Completing FSA-279, County Operations Trainee Progress Register (Continued)

C Completing FSA-279 (Continued)

*--

REPRODUCE LOCALLY. *include form number and date on reproductions.*

FSA-279
(09-14-00)

U.S. DEPARTMENT OF AGRICULTURE
Farm Service Agency

COUNTY OPERATIONS TRAINEE PROGRESS REGISTER

NOTE: REFER TO 6-PM BEFORE COMPLETING THIS FORM.

1. STATE NAME: Virginia

2. DATE OF THIS REGISTER: 2/2/XX

3. PAGE: 1 OF 1

4. TRAINEES:

A. NAME (Last, First, Middle Initial)	B. DATE ENTERED ON DUTY	C. MARK FSA-854 EVALUATION COMPLETED				DATES			G. FINAL ACTION AND DATE
		3RD MONTH	6TH MONTH	9TH MONTH	12TH MONTH	D. DATE NATIONAL FSA MANAGEMENT TRAINING COURSE COMPLETED	E. 12-MONTH TRAINING PROGRAM COMPLETED SATISFACTORILY	F. PLACED ON CED REGISTER	
Bailey, Beverly A.	6/16/XX	X	X	X	X	5/3/XX	6/15/XX	6/18/XX	Selected CED 7/14/XX

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, Room 326-W, Whitten Building, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410 or call (202) 720-5964 (voice or TDD). USDA is an equal opportunity provider and employer.

--*

Continued on the next page

D
Removing Trainees Name From FSA-279

Remove trainee names from FSA-279 after distributing form, according to subparagraph B, when either of the following occurs:

- trainee is appointed CED and all columns have been completed with the necessary information
- trainee is terminated from program and noted in final action and date column.

Note: Do **not** use FSA-279 to indicate individual's sex, race, or national origin.

139 Completing FSA-854, Evaluation of County Operations Trainee

A
State Training Coordinator Responsibility

The State Training Coordinator shall consult with SED, DD, program specialists, and previous trainers to determine whether the trainee's progress is satisfactory. This includes:

- using FSA-854
- conducting a minimum of 4 reviews during the training period.

Note: These reviews must be done at the end of the trainee's 3rd, 6th, 9th, and 12th months of training.

B
State Office Responsibility

This review should not exceed 2 workdays. The State Office shall do either of the following if deficiencies in trainee's progress are evident:

- prescribe additional training
- take action to separate the trainee.

C
Completing FSA-854

Complete FSA-854 according to this table.

Step	Action
1	Complete all items as indicated.
2	Mark 1 box for each rating area.
3	Indicate reason for the rating by making comments in the comments blocks.
4	Make appropriate comments in items 17 through 21.
5	Obtain appropriate signatures.

Continued on the next page

C Completing FSA-854 (Continued)

REPRODUCE LOCALLY. Include form number and date on reproductions.

FSA-854 (09-01-93) U.S. DEPARTMENT OF AGRICULTURE Farm Service Agency

EVALUATION OF COUNTY OPERATIONS TRAINEE

1. TRAINEE'S NAME *(Last, First, Middle Initial)*

2. STATE

3. PERIOD OF EVALUATION *(Check One)*

☐ 3rd ☐ 6th ☐ 9th ☐ 12th Month or ☐ *(Other)*

DIRECTIONS: Check one box for each of the following rating areas. Indicate the reason(s) for your evaluation by making your comments below. Use specific examples to support your rating. Refer to specific samples of behavior or any information that indicates deficiencies or accomplishments and comment fully. If deficiencies are noted, give possible action to correct the problem.

4. KNOWLEDGE OF JOB: Possesses the knowledge of techniques, skills, processes, procedure, and basic technical competence to handle		
	UNACCEPTABLE	Lacks basic knowledge needed to function effectively in the present job.
	MARGINAL	Has minimum knowledge needed to perform the primary duties of the end product without detailed instructions or constant guidance.
	FULLY SUCCESSFUL	Has adequate knowledge to function in the job. Needs instruction and/or guidance occasionally.
	SUPERIOR	Has thorough knowledge to cope with nearly every facet of the job. Rarely needs instruction and/or guidance.
	OUTSTANDING	Has significant in-depth knowledge of every facet of the job. Does not need instruction or guidance.

COMMENTS:

5. TIMELY COMPLETION OF ASSIGNMENTS: Ability to carry job assignments to completion within acceptable timeframes.		
	UNACCEPTABLE	Unable/unwilling to complete job assignments; does not accomplish work within acceptable time limits.
	MARGINAL	Slow to complete assignments; has difficulty meeting deadlines; needs to be pushed to complete work.
	FULLY SUCCESSFUL	Completes on-going assignments within acceptable time limits.
	SUPERIOR	Completes work on time even in the face of heavy workloads or short deadlines or completes work before deadline.
	OUTSTANDING	Unusual ability to accomplish an exceptionally heavy workload within acceptable time limits. Can be depended upon to put in extra hours when required. Views extra work as part of the job.

COMMENTS:

6. QUALITY OF WORK: Ability to pay attention to detail, to be thorough, neat, and accurate. Work is free of error.		
	UNACCEPTABLE	Work is usually unacceptable because it is incomplete, frequently contains obvious errors.
	MARGINAL	Work is sometimes not thorough, and contains careless mistakes.
	FULLY SUCCESSFUL	Work is usually thorough, and accurate.
	SUPERIOR	Work is very well thought through and is of superior quality.
	OUTSTANDING	Work shows exceptional attention to detail and is outstandingly thorough, neat and accurate.

COMMENTS:

7. FLEXIBILITY: Displays flexibility in adapting to changing conditions and learning new tasks. Carries out special assignments and/or handles emergencies skillfully. Trainee can adapt to changes in procedures and responsibilities.		
	UNACCEPTABLE	Becomes disoriented when circumstances change; unable/unwilling to learn new tasks.
	MARGINAL	Resists or has difficulty responding to changes in routine procedures; is flustered by changes in workload or by the pressure of deadlines; learns new tasks slowly.
	FULLY SUCCESSFUL	Accepts procedural changes willingly, copes with normal job pressures and deadlines.
	SUPERIOR	Adjusts quickly to changes; can devise procedures when the solution is not "in the book"; meets varying workload demands, even under heavy job pressure.
	OUTSTANDING	Has unusual ability to adapt to new or changing working conditions; effectiveness is seemingly unaffected by even extreme demands and pressures.

COMMENTS:

Continued on the next page

C Completing FSA-854 (Continued)

FSA-854 *(09-01-93) (Page 2)*

8. PLANNING, ORGANIZING AND INITIATING WORK: Uses a systematic approach in planning and organizing work. Takes initiative.		
	UNACCEPTABLE	No plans exist; when plans do exist they cannot be monitored or the results cannot be measured. Does not handle problems when they arise. Fails to initiate action.
	MARGINAL	Planning is haphazard; sometimes disorganized in monitoring and measuring work. Handles problems only after they arise. Is usually not a self-starter.
	FULLY SUCCESSFUL	Plans are documented and can be monitored and measured. Usually solves problems effectively. Initiates action.
	SUPERIOR	Effectively plans a course of action and demonstrates a very organized approach in monitoring and measuring work. Usually anticipates problems and takes corrective action.
	OUTSTANDING	Extremely effective in planning a course of action, usually well-organized. Identifies potential problems and develops contingent actions to prevent them. Is an innovative self-starter.
COMMENTS:		

9. JUDGMENT: Ability to make sound, timely decisions that are consistent with pertinent facts and circumstances.		
	UNACCEPTABLE	Unable to make decisions or consistently makes the wrong decision.
	MARGINAL	Judgment is not always technically sound, or, is frequently unable to reach timely decisions on the course of action to take.
	FULLY SUCCESSFUL	Decisions are usually prompt and workable. Judgment reflects proper consideration of alternatives.
	SUPERIOR	Effective in evaluating problems and developing technically sound solutions; decisions or recommendations are made promptly and are almost always workable as presented.
	OUTSTANDING	Has exceptional technical insight and unusual ability to make sound decisions regarding even complex problems.
COMMENTS:		

10. LISTENING: Demonstrates the ability to listen to individuals and small groups.		
	UNACCEPTABLE	Does not listen to the facts or to the other person's opinion, constantly interrupts. Unwilling or unable to interpret the meaning behind the speaker's words. Unable to stay neutral until speaker has finished speaking.
	MARGINAL	Usually able to listen to the facts and other's opinions. Sometimes interrupts the speaker. Has difficulty interpreting the meaning behind the speaker's words. Usually stays neutral until speaker has finished speaking.
	FULLY SUCCESSFUL	Able to listen to the facts and opinions of others. Attentive and does not interrupt speaker. Usually able to interpret the meaning behind the speaker's words.
	SUPERIOR	Pays attention to the speaker. Sometimes checks his listening accuracy by restating speaker's basic ideas. Able to interpret verbal content of what is being spoken as well as the feelings behind the words.
	OUTSTANDING	Very effective listener; clarifies what the listener thinks he/she heard. Checks perceptions of what he/she is hearing by restating what person is saying and summarizing major ideas and feelings.
COMMENTS:		

11. VERBAL SKILLS: Ability to use language that is relevant and meaningful. Ability to persuade others.		
	UNACCEPTABLE	Usually mumbles, fidgets. Loses train of conversation. Uses confused sentences. Unable to speak effectively in group discussions or in face to face conversations. Usually backs down when challenged.
	MARGINAL	Sometimes has difficulty orally communicating ideas to others. Sometimes rambles, not always effective in presenting point of view during group discussions. Goes along with group consensus.
	FULLY SUCCESSFUL	Usually effective in expressing ideas in discussions; makes own position clear.
	SUPERIOR	Makes a good oral presentation; speaks effectively and convincingly, respects the ideas of others and can be persuasive and convincing to others in conveying own ideas. Responds well when challenged.
	OUTSTANDING	Usually effective in group discussions or when dealing with others about sensitive or very controversial matters. Can sell own ideas despite opposition. Perseveres even when group may not be in agreement; knows how and when to compromise.
COMMENTS:		

Continued on the next page

C Completing FSA-854 (Continued)

FSA-854 *(09-01-93) (Page 3)*

NAME:

12. WRITING SKILL: Ability to express thoughts well in writing.		
	UNACCEPTABLE	Writing is disorganized and difficult to understand. Work usually requires rewrite because it is incomplete; contains faulty grammar or unacceptable tone.
	MARGINAL	Writing is sometimes unclear. Work often requires editing because it lacks thorough organization. Work sometimes contains faulty grammar or needs a change in tone.
	FULLY SUCCESSFUL	Written work is acceptable, understandable and suitable for the intended recipient; only minimum rewrite is required.
	SUPERIOR	An able writer who expresses thoughts clearly, concisely and effectively.
	OUTSTANDING	Unusual ability to relate even very complex thoughts or instructions clearly, logically and in a convincing manner.
COMMENTS:		

13. COOPERATION: Ability to work effectively with farmer clients, community, trainer(s), District Director, County Committee, and county office employees. Willingness to observe and conform to FSA policies.		
	UNACCEPTABLE	Usually provides services grudgingly; does not support or undermines agency policies and procedures; generally ignores or belittles other people's feelings; causes dissension; is intolerant, uncooperative team worker.
	MARGINAL	Sometimes provides services grudgingly; complains about policies and procedures; occasionally lacks tact; occasionally is uncooperative in a team situation.
	FULLY SUCCESSFUL	Provides requested services agreeably, supports policies and procedures; tactful; a cooperative team worker; gets along with others.
	SUPERIOR	Goes out of way to provide requested services; actively supports policies and procedures; diplomatic in difficult situations; an effective team worker; gets along very well with others.
	OUTSTANDING	Enthusiastically provides requested services; is unusually effective in supporting agency policies and procedures; is particularly diplomatic even in extremely difficult situations; an unusually effective team worker; outstanding ability to promote cooperation among team members.
COMMENTS:		

14. TAKES RESPONSIBILITY: Accepts responsibility for assigned tasks and for role in decisions or recommendations.		
	UNACCEPTABLE	Consistently blames other people or circumstances when project or work results are unfavorable, usually avoids taking a position to support own decisions, frequently looks to others to get them out of difficult situations.
	MARGINAL	Sometimes offers excuses when assigned tasks results are unfavorable, is sometimes unwilling to take a position to support own decisions. Sometimes looks to others for rescue in difficult situations.
	FULLY SUCCESSFUL	Accepts responsibility for assigned tasks, able to support own decisions. Relies on own resources, accepts responsibility for own decisions or recommendations.
	SUPERIOR	Will stand up and be counted; accepts responsibility even for unpleasant tasks and takes full responsibility for actions.
	OUTSTANDING	Willingly accepts responsibility for own decisions; doesn't avoid sensitive or complex assignments, even when the outcome could be unpleasant.
COMMENTS:		

15. WORKING INDEPENDENTLY: Ability to perform well without detailed instructions.		
	UNACCEPTABLE	Unable or unwilling to identify things that need to be done. Unable or unwilling to follow through without a great deal of instruction or guidance. Cannot or does not develop solutions to even simple problems. Cannot be left alone in crisis situations.
	MARGINAL	Sometimes identifies things that need to be done. Sometimes has difficulty in following through without instruction or guidance. Sometimes has difficulty developing solutions to simple problems.
	FULLY SUCCESSFUL	Able to identify things that need to be done. Is able to follow through without instruction or guidance. Able to develop solutions to most everyday problems.
	SUPERIOR	Anticipates things that need to be done. Works independently. Develops solutions to complex problems.
	OUTSTANDING	Unusually perceptive at anticipating what needs to be done. Completes an in-depth follow through without prior instruction or guidance. Independently develops solutions to even the most complex problems.
COMMENTS:		

Continued on the next page

C Completing FSA-854 (Continued)

FSA-854 *(09-01-93) (Page 4)*

16. PUNCTUALITY/RELIABILITY: Willingness to conform to workdays, starting times and lunch schedules.		
	UNACCEPTABLE	Often absent or frequently reports late without good cause. Usually overextends lunch breaks.
	MARGINAL	Sometimes absent or sometimes reports late without good cause. Occasionally overextends lunch breaks.
	FULLY SUCCESSFUL	Is usually present and on time. Does not overextend lunch breaks.
	SUPERIOR	Never absent or late without good cause. Never overextends lunch breaks.
	OUTSTANDING	Never absent or late even when there are extenuating circumstances. Never overextends lunch breaks.

COMMENTS:

17. EVALUATION SUMMARY

Has the trainee demonstrated managerial potential?	☐ YES	☐ NO
Does the trainee know the role of the CED?	☐ YES	☐ NO
Do you feel this individual is suitable for a CED position?	☐ YES	☐ NO

If any question was checked "NO," give reason and possible action to correct problem:

18. OVERALL RATING OF TRAINEE DURING THIS PERIOD OF TIME

	OUTSTANDING	Far exceeds requirements of job.
	SUPERIOR	Normally exceeds requirements of job.
	COMPETENT	Fully meets requirements of job.
	MINIMALLY ACCEPTABLE	Does not fully meet requirements of job.
	UNSATISFACTORY	Does not meet requirements of job.

19. ANSWER AT 12TH MONTH EVALUATION PERIOD ONLY:

At the end of the 12th month training program, should trainee be retained for additional training: ☐ NO ☐ YES If Yes, give reason in space provided below

20. ADDITIONAL COMMENTS BY TRAINERS OR REVIEWER:

21. Indicate when and where trainee has been trained and programs learned during this evaluation period.

A. DATES	B. LOCATION	C. PROGRAM(S)

22. Trainee's Signature	Date	
23. Trainer's Signature	Date	Phone Number
24. Reviewer's Signature *(DD or State Training Coordinator)*	Date	Phone Number

Continued on the next page

139 Completing FSA-854, Evaluation of County Operations Trainee (Continued)

D
Distributing FSA-854

Distribute FSA-854 as follows:

- keep original FSA-854 in the State Office
- *--make 1 photocopy of FSA-854 and give to COT.--*

* * *

140-150 (Reserved)

Part 10 Program Technician * * * Training Program

151 Overview

A
Introduction

This part contains information on the Program Technician Training Program.

*** * ***

152 Program Technician Training Program

A
Program Objective

The Program Technician Training Program objective is to establish a program that provides practical information and skills that can be used on the job.

B
Audience and Class Size

--**This course is designed for permanent program technicians. Recommended**--
class size is 16 participants.

Continued on the next page

152 Program Technician Training Program (Continued)

C
HRD, TDB Responsibilities

HRD, TDB shall:

- ensure overall administration of the Program Technician Training Program
- conduct periodic onsite evaluations of training sessions
- evaluate instructor effectiveness

  Note: Instructors who consistently receive poor evaluations may have their certification revoked.

- provide technical assistance to State Office personnel and Program Technician Training Program instructors
- revise training as needed
- provide additional trainer training as needed
- provide the following, through EDSO:
  - advisory assistance
  - program coordination and development
  - evaluation of training.

D
EDSO Responsibility

--**EDSO shall monitor program technician training activities to ensure that objectives are completed.**--.

Continued on the next page

152 Program Technician Training Program (Continued)

E
State Office Responsibilities

State Offices shall:

- organize and schedule training
- notify participants and trainers as soon as possible of the dates and location of session
- provide planning time between the State Coordinator and co-trainers
- provide HRD, TDB, through EDSO, with course and instructor evaluations and class sign-in sheets
- release from regularly scheduled duties those program assistants selected to participate or instruct in the Program Technician Training Program.

F
Scheduling Training

Schedule program assistants for training within 1 year of their selection.

153 (Withdrawn--Amend. 6)

154-164 (Reserved)

Part 11 Other Training

165 Overview

A
Introduction

This part contains information on:

- the County Operations Reviewer Training Program
- training foreign nationals.

166 County Operations Reviewer Training Program

A
Policy

Newly hired COR's shall spend up to 1 month in the headquarters State Office to receive an overview of all programs in the State. For COR's assigned to more than 1 State, the applicable SED's shall determine the amount of time for training in each State, not to exceed 1 month. In addition, the State Office shall:

- give particular attention to programs unfamiliar to the trainee
- decrease this time period, at SED's option, depending on the trainee's qualifications
- eliminate this time period at the SED's recommendation and DAPDFO concurrence, depending on the trainee's qualifications.

Continued on the next page

166 County Operations Reviewer Training Program (Continued)

B
Automation Training

State Offices shall ensure that the newly hired COR receives training in:

- DOS
- Windows
- WordPerfect for Windows.

State Offices may forego, with DAPDFO concurrence, part or all of the automation training, depending on the trainee's experience with the software.

C
On-the-Job Training

The newly hired COR shall be assigned to a trained COR, determined by DAPDFO. The new COR must complete 1 full comprehensive review with the assigned COR. The assigned COR shall train the newly hired COR in all of the following areas:

- conducting an entrance conference
- conducting a review
- automating the review process
- connecting COR's PC to the System 36
- running COR applications on PC
- running COR software on the System 36
- running COR queries
- preparing workpapers
- conducting an exit conference
- writing a report.

The trainee shall attend all meetings required of the assigned COR.

Continued on the next page

166 County Operations Reviewer Training Program (Continued)

D
SED Responsibilities

SED shall:

- *--notify ORAS in writing immediately, through EDSO, of a COR vacancy or impending vacancy
- follow 27-PM for filling COR vacancies
- request concurrence from EDSO if the State Office training will be--* eliminated or decreased according to subparagraphs A and B
- assign the newly trained COR to review a County Office in the headquarters State immediately after completing training.

167 Training Foreign Nationals

A
Policy

USDA policy is to assist foreign countries in developing their agricultural industry and overall economy.

B
Authority

The domestic training of foreign nationals by USDA is authorized by memorandum of agreement with AID.

AID's coordinates, within USDA, agricultural training programs for foreign nationals and the overseas assignments of agricultural specialists.

FSA, working with AID's, provides training in programs assigned to this Agency.

C
Description of Training

Foreign national training provides information on:

- farm program policies and farming methods
- development and administration of farm programs in their own countries.

Continued on the next page

167 Training Foreign Nationals (Continued)

D
HRD Responsibilities

HRD shall develop the available background information, itinerary, and training objectives of foreign nationals selected for training. HRD shall send this information to all offices selected to train these individuals.

E
Training Specialist Responsibilities

Training specialists in selected offices shall prepare training schedules for foreign nationals according to this table.

Note: The urgent need for this training by developing countries justifies extra effort in providing training.

IF...	THEN...
advanced notice of arrival is received	• ensure trainees receive practical training experience • discuss the schedule with the trainees when they arrive, and make revisions as necessary.
short notice of arrival is received	• consult with trainees to fit training into their time schedule and needs • improvise to provide meaningful training experience. Do this **promptly**.

168-178 (Reserved)

Part 12 Using Outside Speakers, Instructors, and Facilities

179 Overview

A Introduction

This part contains information on:

- obtaining:
  - the services of outside speakers and instructors
  - facilities
- requests for group training.

180 Authority

A Obtaining Services of Instructor or Speaker

All offices, except Counties, may obtain the services of instructors or speakers from outside FSA if it would materially improve the training program. Unit heads shall request their needs through the appropriate training office.

B Arranging for Training Facilities

--MSD,** Resource Coordination Staff or PD, Employee Development Branch or both will arrange for necessary non-FSA training facilities if adequate facilities**-- are not otherwise available.

These offices shall provide advice and assistance to unit heads on these matters.

181 Contracting for Outside Speakers

A
Contracting for Speakers

Offices shall contract for speakers according to this table.

Office	Action
Field	*--Prepare AD-700 and send to PD, Employee Development Branch, 6 weeks before using speaker.--* Include copies of any correspondence between FSA office and the speaker or institution.
Contracting officer *--in KCAO	Prepare solicitation papers and related purchase orders, and issue the contract.
National	Offices requiring the services of an outside speaker shall use the purchase card for all requirements under $2,500 and shall complete the following for requirements over $2,500: • prepare Statement of Work • prepare AD-700 (recommend at least 3 vendors) • send AD-700, Statement of Work, and copies of any correspondence between FSA office and the speaker or institution to MSD • coordinate process with MSD. **Note:** Time-sensitive process. Allow sufficient time (minimum of 10 working days) for MSD to select vendor and process AD-700.--*
MSD	Issue the purchase order or contract to use an outside speaker.

182 Group Training

A
Policy

FSA may enter into training agreements with Government agencies or non-Government training vendors to provide appropriate training. A training agreement **cannot** be made solely for the purpose of providing advisory and technical assistance services.

FSA may pay for this training using purchase orders, SF-182's, or AD-742's, subject to the following considerations:

- degree to which the training would benefit the employee by updating the employee's performance
- expected benefits to FSA
- funds available for training.

The following should also be done:

- training must be approved before the course date
- offers must be obtained from at least 3 vendors.

Continued on the next page

182 Group Training (Continued)

B
Requesting Group Training

Requests for group training must include specifications outlining:

- scope of training or a detailed subject matter description of training to be provided
- course objectives identifying what participants need to know or be able to do upon course completion
- estimated length of course hours
- why training is essential in carrying out Agency's mission
- identification of participants in terms of:
  - background for course
  - present level of knowledge
  - division, branch, and section in which they work
- the total number of participants
- contact person for additional information and support
- range of dates in which the course should be presented
- recommended vendors, if known.

Continued on the next page

182 Group Training (Continued)

C
Training Specifications

Training specifications must be clear. Clearly written specifications that leave little room for interpretation ensure that training vendors deliver what FSA needs.

The scope of training should clearly and specifically describe the actual training to be performed.

D
Requests for Training

Send group training requests according to this table.

IF located in...	THEN send group training requests to...
Field Offices	*--Chief, Employee Development Branch, PD through Director, KCAO.--*
National Office	Director, HRD.

Note: Requests will be forwarded to the appropriate contracting officer to procure the training with the training office's assistance.

E
Requesting Customized Group Training

Requests for FSA-customized group training should include a detailed specification or statement of work in addition to the requirements in subparagraphs B and C.

Continued on the next page

182 Group Training (Continued)

F
Selecting Training Vendor

Training offices shall use the following criteria for selection purposes when acquiring off-the-shelf training.

Note: If required training must be tailored or altered to meet the Government's requirements, submit AD-700 with supporting documentation to the contracting officer.

IF the...	THEN...
total training course cost is $2,500 or less	selection of a course may be made without securing competition if both of the following apply: • distributed among qualified suppliers **Note:** When possible, solicit quotes from other than the previous vendor, before placing a repeat order. • price is considered fair and reasonable.
total training cost is between $2,500 and $25,000 using competitive acquisition procedures and awarding to lowest offeror	• obtain at least 3 quotes, oral or written, from responsible vendors • evaluate quotes and select the responsible bidder who meets the Government's requirements and offers the lowest price • price is determined fair and reasonable.
total training cost is between $10,000 and $25,000 using competitive acquisition procedures, but awarding to other than lowest offeror	forward AD-700 to contracting officer with supporting documentation. **Note:** Supporting documentation includes specifications, evaluation criteria to be used for determining greatest value or most cost-effective offer, and list of interested vendors for bidders mailing list.

Continued on the next page

F
Selecting Training Vendor (Continued)

IF the...	THEN...
total training cost is between $2,500 and $25,000 using noncompetitive acquisition procedures (sole-source)	• provide justification for sole source acquisition **Note:** The contracting officer shall determine whether the justification is considered adequate for a sole source acquisition. • forward AD-700 to contracting officer.
total training cost exceeds $25,000	forward AD-700 to contracting officer.
vendor is a Government Agency	issue an interagency agreement.

G
Justifying Sole Source Training Vendor

When the course cost is between $2,500 and $25,000 and the requester wants to use a certain training vendor, the requester must submit a written justification that:

- describes the required training
- describes the proposed training vendor's unique qualifications, that is, why this is the only vendor capable of performing the training
- explains if vendor holds the copyrights to the training methods needed and is the only vendor that offers the training.

Continued on the next page

H
Vendor Quotes

Vendor quotes should include as a minimum:

- course outline that meets FSA's specification or statement of work

  Note: The vendor understands what training is to be done and what approach the vendor will take.

- when training can be performed
- total costs of the course, including travel expenses
- list of vendor's references.

I
Evaluating Training Vendor Offer

When evaluating a training vendor's offer, ensure that:

- all questions are answered and vendor understands the training to be given
- vendor provides course outline
- vendor has personnel qualified to perform the training
- training course cost is reasonable
- vendor's schedule is comprehensive and technically sound, and vendor has a detailed plan for carrying out the training.

Note: The training office must ensure that the vendor and FSA arrive at a common understanding, through negotiations, on items such as equipment rental, travel, and total course costs.

Continued on the next page

J Administration of Training Programs

The training office specialist in charge of the training will oversee the training effort. This includes ensuring that the office maintains proper records. A training folder must be established for each training program and include the following items:

- copy of course
- all vendors' quotes
- evaluation of the vendors
- AD-700 request
- purchase order, SF-182's or AD-742
- roster of participants or class sign-in sheets
- participants' evaluation forms
- copy of the approved vendor's invoice
- all other necessary items, as needed.

K Prohibited Conduct When Dealing With Training Vendors

This table lists conduct that is prohibited when dealing with training vendors.

Source	Prohibited Conduct
Competing vendor	Offering, giving, or promising money, gratuities, or other things of value to Agency personnel. Offering, promising, or discussing future employment or business opportunities with the training office employees.
Training office	Seeking or accepting money, gratuities, or other things of value from a competing vendor. Soliciting, discussing, or accepting employment or business opportunities with a competing vendor. Disclosing source selection information to any competing vendor.

*--Part 13 FLP Training Programs

Section 1 FLO Training Program

191 General Provisions

A Overview

Section 361 of the CONACT, as amended, requires that adequate training on credit, financial, and farm management be provided to employees who will have loan approval authority.

Note: The training requirement applies to CED's granted loan approval authority under Section 376 of the CONACT.

FLO training program:

- is an individually paced training program conducted primarily onsite
- is comprised of:
  - orientation
  - 34 training modules
  - CFAT
  - hands-on application of acquired knowledge and skills
  - testing of program knowledge
- shall be completed within 1 year of attending orientation.--*

***--191 General Provisions (Continued)**

B Training Participants

The following employees must successfully complete the training program:

- DD's, FLM's, and FLS's or FLC's who have not been formally trained in credit and financial analysis

  Note: These employees are not required to attend orientation.

- any employee hired as FLO or FLOT

- CED's designated by SED to obtain loan approval authority

- COR's not trained in FLP:

  - may attend orientation provided there is space available and the State pays all travel costs

  - must successfully complete the FLP Training Program modules and all program area tests

  - will not be required to:

    - complete CFAT
    - take the Comprehensive Exam
    - demonstrate hands-on knowledge acquired.

C FLOTRACK

FLOTRACK is used to:

- register all trainees for orientation and CFAT sessions

- monitor the training status of each trainee within a State

- record all training information including dates of module completion, test scores achieved, loan docket work, and date loan approval authority was granted.

Note: See Exhibit 10 for instructions on accessing and using FLOTRACK.**--***

***--191 General Provisions (Continued)**

D Travel and Training Expenses

All travel expenses for orientation and CFAT sessions will be charged to Washington-controlled FLP travel according to 3-FI, except the following:

- CED's will be paid out of State's non-Federal County Office administrative budget

Note: After CED completes the training, the State may request reimbursement for the associated costs through BUD. If CED voluntarily does not complete the program, the program will not be offered to that CED in the future and the National Office will not reimburse the State for the associated training costs.

- COR's will be paid by the State.

E Designating Trainer

Trainer must be available to provide oversight and guidance to trainee.

Note: Trainers must have loan approval and servicing delegations of authority in place.

192 Orientation

A Orientation Objectives

Orientation provides the participant with an overview of the following:

- history of FLP
- types of loans available
- available servicing tools
- terms and acronyms commonly used
- employee responsibilities
- needed communication skills
- organization of credit delivery.**--***

*--192 Orientation (Continued)

B Orientation Participants

Orientation is required for:

- all newly selected FLO's and FLOT's
- CED's designated to obtain FLP loan approval authorities.

C Orientation Sessions

Orientation sessions are:

- scheduled on an as-needed basis
- conducted by the National Office
- conducted from 1 p.m. Monday through noon Friday.

Orientation participants are notified when a session is scheduled.

193 Training Modules

A Overview

There are 34 training modules that:

- are designed to augment instructions and handbooks
- are provided as an aid to learning program objectives
- provide instruction and handbook references
- allow for self-paced learning
- must be accompanied by related hands-on activities
- must be completed in conjunction with PAT's.

B Updating Modules

Modules are updated on an annual basis by the National Office FLP Training Task Force.

C Obtaining Training Modules

Modules are accessible online at the FLP Training web site at **http://165.221.16.90/dam/flptraining/flptraining.asp** and can be printed in entirety by State Office print shop with high-speed printer.**--***

*--194 CFAT

A CFAT Objectives

CFAT:

- is statutorily required and must be successfully completed
- provides participants with financial data analysis on which to base direct or guaranteed credit decisions
- is required to obtain loan approval authority
- is conducted by an accredited contractor
- sessions may require the participants to complete work in the evening.

B Schedule

All CFAT sessions are:

- conducted from 1 p.m. Monday through noon Friday
- held in a centralized location
- scheduled on an as-needed basis.

CFAT participants are notified when a session is scheduled.--*

*--195 Experience

A Hands-On Assignments

Hands-on assignments are intended to provide trainee with a wide variety of actions and situations that enhance experience.

Specific hands-on assignments during training should:

- be associated with the subject of the current training modules being studied by the trainee
- focus on the areas of identified weakness.

Note: After completing the training, hands-on assignments will include the complete dockets required to obtain loan approval authority as provided in 1-FLP.

B Demonstration of Acquired Skills

Demonstration of acquired skills during training will include, but is not limited to:

- completing a chattel check
- reconciling agreement of use of proceeds with the security agreement
- processing partial releases
- developing farm business plans for subsequent loans
- analyzing subsequent year's advances made by a guaranteed lender for a line of credit
- scheduling note repayment.

Note: Dockets used to demonstrate acquired skills will not be used to obtain loan approval authority.**--***

*--196 Testing

A Testing Components

The testing requirements assist in identifying the trainee's strengths and weaknesses. Testing consists of:

- CFAT Exam

  Note: CFAT Exam is:

  - provided after each CFAT session
  - graded by contractor
  - proctored by contractor.

- CFAT Test 2 and CFAT Test 3

  Note: CFAT Test 2 and CFAT Test 3 will only be taken if an acceptable score is not obtained on the CFAT Exam. CED's are not eligible to complete CFAT Test 3. See subparagraph 198 B.

- each of the 4 PAT's:

  - DLM
  - DLS
  - GLM
  - GLS

  Note: PAT's are completed online in FLOTRACK after appropriate modules have been studied and completion dates have been entered. PAT's were designed to be used in preparation for the Comprehensive Exam and may be taken using applicable handbooks, instructions, and notes. PAT's will be retaken online until a passing score is achieved.**--***

***--196 Testing (Continued)**

A Testing Components (Continued)

- each of the 5 program categories covered on the Comprehensive Exam. The program areas covered, by category, are:

  - Category 1 - General and Inventory
  - Category 2 - DLM
  - Category 3 - DLS
  - Category 4 - GLM
  - Category 5 - GLS

  Note: The Comprehensive Exam is divided into Part A and Part B, providing the trainee the opportunity to take this exam over a 2-day period by completing Part A on day 1 and Part B on day 2. The trainee **must** turn in each part on the same day that part of the exam is taken. FLC or designee proctors the Comprehensive Exam. Participant may use applicable handbooks and instructions.

- Comp Test 1 or Comp Test 2 in each of the 5 program categories.

Note: Comp Test 1 or Comp Test 2 will be used only if acceptable scores are not achieved on the Comprehensive Exam. Exhibit 11 provides a list of modules required for each PAT and Category.**--***

***--196 Testing (Continued)**

B Testing Procedures

To maintain uniformity among States in the testing process, FLC or designee shall:

- proctor all tests given to a trainee
- provide the trainee with the necessary handbooks, procedure manuals, FMI's, and work paper to complete the test
- ensure that handbooks, procedure manuals, and FMI's are free from notes or other markings that would assist in completing the test
- ensure that no notes or other material is brought into the test site
- ensure that no notes or other material is taken from the test site
- complete FSA-2123, with the trainee for each part of the Comprehensive Exam or Comp Test 1 or Comp Test 2, as applicable
- ensure that the modules are only used when completing PAT's

  Note: The modules **may not** be used when completing the Comprehensive Exam, Comp Test 1, or Comp Test 2.

- enter in FLOTRACK:
  - Comprehensive Exam answers for Part A and Part B at the same time
  - Comp Test 1 or Comp Test 2 answers, if applicable
- conduct exit conferences with all trainees completing the Comprehensive Exam, Comp Test 1, or Comp Test 2, about topics the trainee had problems with or needs to have clarified.**--***

***--196 Testing (Continued)**

C Test Results

Test results will:

- be provided through FLOTRACK
- contain scores for each category.

D Acceptable Scores

To ensure that an acceptable level of understanding of credit, financial analysis, and program regulations and implementation is met, a minimum score of 80 percent is required on:

- CFAT Exam, or CFAT Test 2 or CFAT Test 3

- each of the 4 PAT's

- each of the 5 program category areas covered on the Comprehensive Exam, or each completed Comp Test 1 or Comp Test 2.**--***

***--196 Testing (Continued)**

E Failure to Achieve Minimum Acceptable Score

When the minimum acceptable score is **not** achieved on the required tests:

- AO shall review performance elements for accuracy, ensuring that requirements for obtaining and maintaining loan approval authority are reflected
- trainer will review and modify the existing IDP to address the areas of weakness in consultation with AO
- trainer will assign specific hands-on work in the areas of weakness from actual dockets
- trainee will acquire additional training by reviewing the modules in the areas of weakness, CFAT training manual, and/or acquire additional understanding by a review of handbooks and instruction manuals in the program area
- trainee will complete the identified hands-on work in the area of weakness
- trainee will take CFAT Test 2 or CFAT Test 3 and/or Comp Test 1 or Comp Test 2, as applicable.

Note: The results of a test may be used only as a basis for determining training needs or the need for a supervisory review and discussion of performance with the trainee.--*****

*--197 Monitoring Training Progress

A Performance Rating System

AO shall review the elements and standards established for trainees to determine whether each individual trainee's responsibilities for loan making and servicing are adequately addressed.

All other actions, including establishing timeframes, monitoring progress/performance, additional training, and completing any re-testing, if necessary, shall apply whether or not a State is operating under the 5-tier rating system or the pass/fail rating system.

Note: No critical performance element may be established requiring a trainee to pass a test.

B Developing IDP

AO, FLC, and trainer will develop IDP's that clearly establish the training required to obtain:

- a working knowledge and understanding of credit and financial analysis program regulations
- loan approval authority according to 1-FLP.

IDP's will be established for all employees **without** loan approval authority who have position descriptions that include loan approval and servicing responsibilities who have:

- not met the requirements established to obtain these authorities
- not demonstrated a working knowledge and understanding of credit principles and program regulations
- achieved only the minimum acceptable score on required tests.**--***

***--197 Monitoring Training Progress (Continued)**

C OTI or PIP

OTI or PIP shall be developed by FLC with the involvement of the trainer, supervisor, and AO for any employee who currently has, is required to have, or has been designated to have loan approval authority, who is failing in 1 or more critical performance elements, and whose performance elements are determined adequate by the supervisor.

OTI or PIP will:

- address the employee's specific weaknesses demonstrated through failure to achieve acceptable work performance

- require new training, retraining, or thorough review of training already received to identify and overcome impediments to acceptable work performance

- require a review of work processes to demonstrate knowledge, skills, and abilities essential for acceptable work performance

Note: Written tests may be used to determine the extent that employees need additional training or coaching to achieve acceptable work performance.

- include specific hands-on work in areas of weakness with specific timeframes for completing these assignments on a weekly basis

- include a review and further study of the specific modules, handbooks, and instruction manuals relating to the areas of weakness to reinforce the specific hands-on work.

The trainer and supervisor shall meet with the employee, as needed, until acceptable work performance is demonstrated.

OTI or PIP can extend from 60 to 120 calendar days.**--***

*--198 Completing Training

A Timeframe for Completing Training and Receiving Authorities

Employees who became DD's or were hired into an FLP position requiring loan approval authority after January 1, 2000, have 1 calendar year from assuming the position to complete the required training and all testing, and an additional 6 months to obtain delegated loan making and servicing authority.

CED's designated by SED to obtain loan approval authority have 1 calendar year from designation to complete the required training and all testing, and an additional 6 months to obtain delegated loan making and servicing authority.

FLO's and FLOT's have 1 year from attending the orientation session to complete the training and take the Comprehensive Exam. FLOT's may be permitted additional time to re-test in the program areas, if needed, provided OTI or PIP, as appropriate, is developed.

FLOT's may or may not receive delegated loan approval authority during the training period. FLO's and FLOT's will not be considered performing at the fully successful level, for the GS-11 grade level, until they can independently complete loan approval and servicing actions within their delegated authority.**--***

***--198 Completing FLP Training (Continued)**

B Personnel Action

At the end of OTI or PIP, except for CED's, if the supervisor determines that the employee is still failing a critical performance element, the supervisor, in conjunction with AO and KCAO, HRD, will propose appropriate personnel action.

IF...	BUT...	THEN...
an employee who is required to have loan approval authority does not obtain an acceptable score after completing Comp Test 2 in the program area	has demonstrated knowledge, skills, and abilities to interpret, analyze, and apply FSA procedures through docket reviews based upon the NIR guidelines	SED will do either of the following: • decide if loan approval authority should be delegated to the employee • take any other action as deemed appropriate on a case-by-case-basis.

If loan approval authority is delegated to this employee, at a minimum, all loans and servicing actions approved by this employee will be required to be post-reviewed by the State Office for a period of 1 calendar year.

CED will **not** be eligible to continue pursuing loan approval authority, if any of the following apply:

- CED is still **not** performing at an acceptable level at the end of OTI or PIP
- an acceptable score was not obtained on CFAT Test 2
- an acceptable score was not obtained on Comp Test 2 in a program category
- the required loan dockets have not been completed at the acceptable level of credit quality established by SED and FLC.**--***

Reports, Forms, Abbreviations, and Redelegations of Authority

Reports

This table lists the required report of this handbook.

Reports Control Number	Title	Reporting Period	Submission Date	Negative Reports	Reference
PE-175R	COC Orientation and Training	Annually	State Offices submit to DAFO by April 15	Required	5

Forms

This table lists all forms referenced in this handbook.

Number	Title	Display Reference	Reference
AD-284A	Certificate of Training	35	
AD-616	Travel Voucher		38
AD-700	Procurement Request		35, 181, 182
AD-742	Transfer and Adjustment Voucher		182
CA-11	“When Injured at Work”		69
FFAS-367	Leave Record		69
FSA-227	County Operations Trainee Agreement		134
FSA-279	County Operations Trainee Progress Register	138	134
FSA-600	Individual Development Plan	101	5, 6, 100
FSA-606	Individual Training Record	42	
FSA-854	Evaluation of County Operations Trainee	139	134, 136, 138
* * *	* * *		* * *
FSA-2123	Farm Loan Programs Testing Certification	196	
SF-182	Request, Authorization, Agreement, and Certification of Training	38, 39, 41	Text
SF-182P	Request, Authorization, Agreement and Certification for Training (USDA Pinfeed Version, Exception to SF-182)		35, 40
SF-1164	Claim for Reimbursement for Expenditures on Official Business		36, 38

Reports, Forms, Abbreviations, and Redelegations of Authority (Continued)

Abbreviations Not Listed in 1-CM

This table lists all abbreviations referenced in this handbook.

Approved Abbreviations	Term	Reference
AO	Administrative Officer	196, 197, 198
CAMS	Combined Administrative Management System	1, 2, 5, 39
CFAT	credit and financial analysis training	191, 194, 196, 197 198
CONACT	Consolidated Farm and Rural Development Act	191
DLM	direct loan making	196
DLS	direct loan servicing	196
DOS	disk operating system	166
FEGLI	Federal Employees' Group Life Insurance	69
FLC	Farm Loan Chief	191, 196-198
FLM	Farm Loan Manager	191, 197, 198
FLO	Farm Loan Officer	191, 192, 198
FLOT	Farm Loan Officer Trainee	191, 192, 198
FLS	farm loan specialist	191
FMI	forms manual insert	196
GLM	guaranteed loan making	196
GLS	guaranteed loan servicing	196
I*CAMS	Internet Combined Administrative Management System	1, 2, 5, 121
IDP	Individual Development Plan	Text
NIR	National Internal Review	196, 198
OPF	official personnel folder	Part 3
OTI	opportunity to improve	197, 198
PAT	program area test	193, 196
PD	Personnel Division, KCAO	Text
PIP	Performance Improvement Plan	197, 198
TDB	Training and Development Branch, HRD	Text
TRAI	Training Information System (NFC)	3, 35, 39, 40, Ex. 2
VHS	vertical helical scan	20

Reports, Forms, Abbreviations, and Redelegations of Authority (Continued)

Redelegations of Authority

This table lists redelegations of authority in this handbook.

Redelegation	Reference
Delegating training responsibilities to Director, HRD	2
Delegating authority to approve or disapprove training	37

Definitions of Terms Used in This Handbook

Advanced Supervisory Positions	Advanced supervisory positions are Field Office Chiefs, National Office Branch Chiefs, and equivalent positions.
FSA's Mission	FSA's mission is to provide service to and promote the well-being of American producers and the American public through the efficient and equitable administration of farm commodity, crop insurance, conservation, emergency programs, and related domestic and international food assistance programs.
***--Combined Administrative Management Systems (CAMS)**	Combined Administrative Management Systems is a system designed for the Service Center agencies that is developed from a commercial off-the-shelf software product (People Soft) to provide a human resources management system.**--***
Cost Effective	Cost effective means the program that best meets FSA needs at a competitive price. It does not mean the least expensive program.
Customized Group Training	Customized group training is any publicly offered course modified to meet FSA specifications.
Field Offices	***--**Field Offices are State and County Offices, APFO, KCCO, KCAO, KCFO, KC-ITSTO, and KC-ITSDO.**--***
First-Level Supervisor	A first-level supervisor is an employee, other than County employees, who supervises 3 or more nonsupervisory employees.
Formal Training	Formal training is a classroom setting with a planned program of instruction presented by qualified instructors.

Continued on the next page

Definitions of Terms Used in This Handbook (Continued)

Job Rotation Training

Job rotation training means a planned assignment, that is a change of position, to provide varied functional training to broaden the scope of knowledge and operating ability of the employee involved.

Management Development Training

Management development training is training, seminars and workshops, in the principles of supervision and management.

***--"New Age" Training Programs**

"New Age" training programs are programs that use a wide variety of techniques or exercises that conflict with the employee's religious beliefs such as meditation, guided visualization, self-hypnosis, therapeutic touch, biofeedback, yoga, walking on fire, and inducing altered states of consciousness. For more detailed information, refer to EEOC Notice N-915.022 dated September 2, 1988.

Orientation Training

Orientation training is the initial training provided to new employees covering rules, regulations, rights, benefits, administrative matters, and an overview of organizational objectives, functions, and structure as opposed to specific job-related training.

Performance Goals

Performance goals are goals that:

- assist the Agency in meeting management actions
- for organizational and individual efforts, are to improve:
    - information availability
    - technology base
    - FSA program delivery
    - employee knowledge, skills, and abilities
    - policy formulation and evaluation.

Program Training

Program training is a meeting or course on farm programs.

Continued on the next page

Definitions of Terms Used in This Handbook (Continued)

Supervisory Group Executives	Supervisory group executives are the Administrator, Associate Administrator, Deputy Administrators, Assistant Deputy Administrators, and the Executive Assistant to the Administrator.
Supervisory Positions	Supervisory positions are National and Field Office Directors, Deputy Directors, Branch Chiefs, Section Heads, SED's, CED's, and equivalent positions.
Technical Training	Technical training is a meeting or course in subject matter areas such as ADP, marketing, or accounting.
Temporary Duty Training	Temporary duty training means detailing employees to other units or locations for up to 6 months for training.
Training	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, subject, system, or routine of instruction or education, in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields that will accomplish both of the following: • improve individual and organizational performance • assist in achieving the Agency's mission and performance goals.

Continued on the next page

Definitions of Terms Used in This Handbook (Continued)

Training Information System (TRAI)	TRAI is an NFC electronic data processing system that maintains current and historical training information for Federal employees.
Understudy Training Program	The understudy training program is the on-the-job training of employees to provide fully qualified candidates to fill future vacancies.
Unit	A unit is an organizational grouping at any specific location with an official in charge.
Unit Head	A unit head is an official in charge of a specific organizational unit.

***--Accessing and Using FLOTRACK**

2 Accessing FLOTRACK

Access FLOTRACK from the FSA Intranet homepage at **http://intranet.fsa.usda.gov/fsa** according to this table.

Step	Action
1	On the FSA Intranet homepage, scroll down to the "Quick Links" section on the far left-hand side of the homepage, and click on "DAFO Training".
2	On the DAFO homepage, scroll down to "Farm Loan Programs" at the far left-hand side, and click on "FLOTRACK".
3	Enter user name and password to access FLOTRACK.

2 Users and Responsibilities

This table shows users and responsibilities for FLOTRACK.

User	Responsibilities
Trainee	Access FLP training records online through the FLOTRACK system.
Trainer	• inputs the module completion dates for the trainee when it has been determined that the material has been adequately covered • proctors PAT's. **Note:** When the completion dates for all modules of a program area have been entered, the system will automatically release the related PAT.

FLC or designee	• State system administrator
	• registers all trainees and trainers into FLOTRACK
	• proctors all Comprehensive Exams and Comp Test
	• inputs the following information into FLOTRACK:
	  • Comprehensive Exam answers for grading
	  • loan docket scores
	  • date loan approval authority was granted.
	Notes: FLC or designee may administer trainer responsibilities.
	FLC or designee will be provided an initial login name and password from the National Office. After the initial login, the login name and password may be changed by clicking on "My Profile" at the top of the FLOTRACK homepage.

--*

***--Accessing and Using FLOTRACK (Continued)**

3 FLC Action

A Registering Trainees

To register for the orientation and CFAT sessions, FLC or designee must register the trainee in FLOTRACK according to this table.

Step	Action
1	Click on “Registration Info” at the top of the FLOTRACK homepage.
2	Click on “Register a New FLO Trainee” under the “New User Registration” title bar in the midsection of the page.
3	Enter the trainee and trainer information and provide passwords to the new users. Use the icon at the right of the drop down boxes where provided. **Note:** The trainer information for the trainee should be entered first. If this is not done, any trainee information will need to be re-entered when the icon to the right of the FLM drop down box is opened.

When trainee has been registered in FLOTRACK, the National Office system administrator will enable access to FLOTRACK training records.**--***

***--Accessing and Using FLOTRACK (Continued)**

3 FLC Action (Continued)

B Comprehensive Exam

After a trainee has completed the Comprehensive Exam or any needed Comp Test 1 or Comp Test 2, FLC or designee shall input the answers into FLOTRACK according to this table.

Step	Action
1	Click on "FLOT Info" at the top of the FLOTRACK homepage.
2	Click on "FLOT COMP Data" under the "New User Registration" title bar in the midsection of the page.
3	Click on the name of the trainee in the "Trainee Name" column.
4	Click on "Enter Test Answers" in the "Action" column below the "Comp Test Status" title bar adjacent to the appropriate test.
5	Enter the date using the calendar icon at the right of the text box.
6	Enter the answers as provided by the trainee. Print a copy of the answers once all answers have been entered. **Note:** Retain a copy for comparison to original test in case accuracy of answer input is questioned.

Note: FLC or designee must be available to proctor the Comprehensive Exam and any needed Comp Test 1 or Comp Test 2. Comprehensive Exam and any needed Comp Test 1 or Comp Test 2 will continue to be provided in paper format.

C Loan Dockets and Loan Approval Authority

For trainee enter loan docket scores and date of delegated loan approval authority according to this table.

Step	Action
1	Click on "FLOT Info" at the top of the FLOTRACK homepage.
2	Click on "Dockets" or "Loan Approval" under the "New User Registration" title bar in the midsection of the page.
3	Click on the name of the trainee in the "Trainee Name" column.

Note: Once the date of delegated loan approval authority has been entered into the system, the training data will be archived by the National Office system administrator.**--***

***--Accessing and Using FLOTRACK (Continued)**

4 Trainer and Trainee Action

A Trainer Action

Once FLC or designee has assigned a password, trainer will be able to monitor trainee's progress using FLOTRACK.

Trainer **must enter** into FLOTRACK the dates the trainee completed the individual modules. Follow the instructions in this table to make PAT's accessible to trainees when the appropriate modules have been completed.

Step	Action
1	Login to FLOTRACK.
2	Click on "FLOT Info" at the top of the FLOTRACK homepage.
3	Click on "FLOT Modules" under the "FLO Trainee List" title bar in the midsection of the page.
4	Click the "Edit" icon for the trainee whose information needs to be updated.
5	Select a module and enter the date the module was satisfactorily completed by the trainee using the calendar icon at the right of the text box of the corresponding module.

Note: The trainer must be available to proctor PAT. Coordination of PAT release by trainer with trainee ensures that trainer will be available to proctor the test.**--***

***--Accessing and Using FLOTRACK (Continued)**

4 Trainer and Trainee Action (Continued)

B Trainee Action

Once FLC or designee has assigned a password and National Office system administrator has enabled access, trainee will be able to monitor his/her own progress using the FLOTRACK system. When PAT is accessible, trainee will take PAT online according to the instructions in this table.

Step	Action
1	Login to FLOTRACK.
2	Click on “Program Area Tests” at the top of the FLOTRACK homepage.
3	Click on “Take the Test” link in “Test Status” column for any PAT that is available for access.
4	Click on “Start the Test” when ready to complete it. **Note:** Once PAT has been started it must be completed in the same session.

A score of at least 80 percent must be achieved on all tests to earn a “PASS” result. A “FAIL” will be given for any test result less than 80 percent. PAT's can be retaken as many times as necessary to obtain a “PASS” result. However, a PAT will not be available for retest for 7 full calendar days after a “FAIL” result has been obtained on that PAT.

Notes: Only PAT’s are taken online. Comprehensive Exam and any needed Comp Test 1 or Comp Test 2 are not taken online but will be scored online.

See Exhibit 11 for the modules required to be completed before the release of each PAT and the number of questions for each PAT.

Information on orientation, CFAT, completed modules, loan dockets, Comprehensive Exam, loan approval, and “Personal Info” (login ID and password) is accessible from the “My Profile” tab at the top of the FLOTRACK home page by clicking on that menu item located under the FLOTRACK title bar in the midsection of the page.**--***

***--FLP Training Modules by Comprehensive Exam Category and Program Area**

Category 1: General and Inventory

Related tests: Comprehensive Exam and Category 1 Comp Test 1 and Comp Test 2

- Module 1, "FLOT Orientation"
- Module 17, "Complying with Environmental Regulations"
- Module 34, "Program Management within the County Office"
- Modules below marked by ***** are also part of this category.

Note: There is no PAT for category 1.

Category 2: Program Area - DLM

Related tests: PAT (35 questions online), Comprehensive Exam and Category 2 Comp Test 1 and Comp Test 2

- Module 3, "Processing Direct Loan Applications"
- Module 5, "Determining Direct Loan Eligibility"
- Module 6, "Determining Emergency Loan Eligibility"
- Module 8, "Determining Direct Loan Feasibility"
- Module 10, "Reviewing Direct Loan Security"
- Module 11, "Completing Farm Assessments"
- Module 13, "Making Direct Loan Decisions"
- Module 15, "Closing Direct Loans for Real Estate"
- Module 16, "Closing Direct Loans for Chattel".

Category 3: Program Area - DLS

Related tests: PAT (34 questions online), Comprehensive Exam and Category 3 Comp Test 1 and Comp Test 2

- Module 19, "Conducting Supervisory Visits"
- Module 21, "Conducting Analysis for Direct Loans"
- Module 22, "Conducting Graduation Reviews"
- Module 23, "Processing Direct Loan Collections"
- Module 25, "Processing Assumptions of Direct Loans"
- Module 26, "Processing Partial Release of Security"
- Module 27, "Subordinating Direct Loan Security"
- Module 28, "Servicing Direct Loans"
- ***** Module 29, "Handling Liquidations and Acquisition"
- ***** Module 30, "Handling Inventory Property Maintenance"
- Module 31, "Bankruptcy"
- Module 32, "Processing Debt Settlements".**--***

***--FLP Training Modules by Comp Test Category and Program Area (Continued)**

Category 4: Program Area - GLM

Related tests: PAT (18 questions online), Comprehensive Exam and Category 4 Comp Test 1 and Comp Test 2

- Module 2, "Processing Guaranteed Loan Applications"
- Module 4, "Determining Guaranteed Loan Eligibility"
- Module 7, "Evaluating Guaranteed Loan Feasibility"
- Module 9, "Reviewing Guaranteed Loan Security Issues"
- Module 12, "Making Guaranteed Loan Decisions"
- Module 14, "Closing Guaranteed Loans".

Category 5: Program Area - GLS

Related tests: PAT (10 questions online), Comprehensive Exam and Category 5 Comp Test 1 and Comp Test 2

- Module 18, "Conducting Supervisory Visits for Guaranteed Loans"
- Module 20, "Conducting Analysis for Guaranteed Loans"
- Module 33, "Servicing Problem Guaranteed Loans"
- Module 24, "Servicing Guaranteed Loans".

Note: Category Comp Test 1 and Comp Test 2, for each category will only be taken if that category is not passed on the Comprehensive Exam. Individual states may have additional training information to add to a module.**--***