

The NRC Guide to Learning Opportunities

OFFICE OF PERSONNEL



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A Guide To Learning Opportunities

The NRC supports education and training that improves individual and organizational performance and assists the Agency in achieving its mission and performance goals. This **Guide to Learning Opportunities** describes many of the training and development opportunities available to employees. Additionally the Technical Training Division publishes information about courses sponsored by the Technical Training Center in Chattanooga, Tennessee.

Continuous learning is a key building block to a high performing organization. A learning organization is one in which all employees are continually enhancing their capacity to contribute to mission achievement, and the focus of learning shifts from the teacher to the learner. By offering a wide variety of learning activities, the NRC has made a tangible commitment to developing its employees and to improving both individual and organizational performance.

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Eileen B. Mason, Chief
Organizational Development and Training
Office of Personnel

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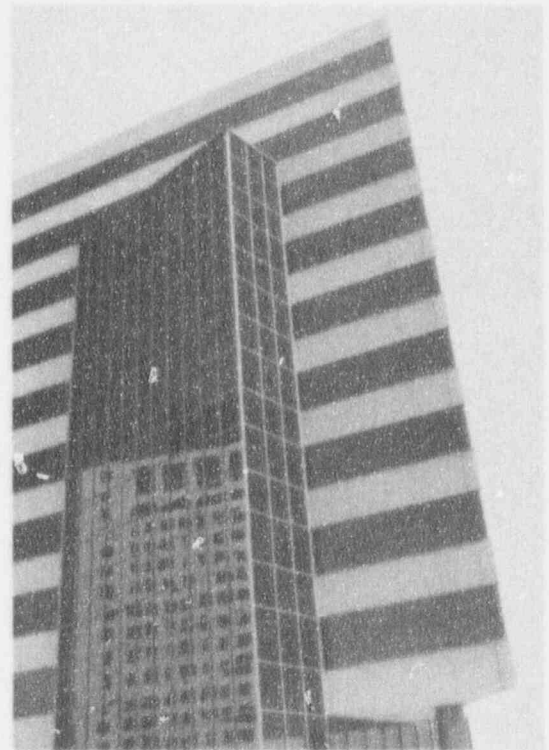
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The Nuclear Regulatory Commission

Guide to Learning Opportunities



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Organizational
Development
and Training

1997-1998

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SECTION I

GENERAL INFORMATION

SECTION I GENERAL INFORMATION

POLICY

It is the policy of the Nuclear Regulatory Commission to provide training that improves individual and organizational performance to assist in achieving the agency's mission and performance goals. Therefore, NRC plans, develops, establishes, implements, evaluates, and funds training and development programs designed to improve the quality and performance of the workforce.

OBJECTIVES

In providing training to NRC employees, the NRC has the following objectives:

- To provide training and development programs for employees whose positions include formal qualification requirements.
- To provide training and development programs for employees to maintain the

skills needed to perform their current job effectively.

- To provide training and development programs for employees to broaden their capabilities to meet future skill needs of the agency.

GUIDELINES

For detailed training policy, guidelines, and restrictions, please refer to MD 10.77, Employee Development and Training Directives and Handbook, dated August 27, 1996, which includes the following:

- Part I - General Training Information and Provisions
- Part II - Internal Technical Training
- Part III - Internal Nontechnical Training
- Part IV - External Training
- Part V - Employee Development Programs

SECTION II
OP TRAINING

SECTION II OP TRAINING

The courses listed have been developed and are offered by OP for NRC employees in response to identified needs. (Computer courses are listed in Section III.)

Information on TTC Technical Training can be found in Section V.

To register for OP/ODT in-house courses:

- Fill out a request form available weekly in the Weekly Announcements.
- Sign and have supervisor sign.

- Send the request form to the PDC, T3 B5. Enrollment will be confirmed by ODT Course Project Manager.
- Upon receipt of a course enrollment confirmation from OD/ODT, participant should carefully review class dates. In the event of a personal or agency emergency resulting in a cancellation, the confirmed participant must notify the OP/ODT project manager.

Training classes are conducted in the Professional Development Center on the third floor, TWFN. For more information call the PDC at (301) 415-7750.

Course Title	Target Group	Description	Hours
*Acquisition for Project Managers Workshops	Project officers/project managers of contracts, interagency agreements and work orders	The following 10 workshops provide an overview of the Acquisition Process; the "how to" of developing an Independent Government Cost Estimate (IGCE); the "how to" of developing proposal evaluation criteria; steps for Source Evaluation Panel (SEP) procedures; negotiation of project terms and conditions; contract administration; property management; closing out projects; dealing with organizational conflict; and preparing statements of work (SOWS).	
Overview -Workshop 1	Project officers/project managers of contracts, interagency agreements and work orders	Workshop serves as the primer for the other workshops in the acquisition training program. The workshop familiarizes participants with the entire NRC acquisition process including FAR/FIRMR applicability, commercial contracts, and DOE laboratory interagency agreements, and concentrates on those areas which involve or are the responsibility of the Project Manager, the Contracting Officer, and the Designating Official.	8
Developing an Independent Government Cost Estimate - Workshop 2	Project officers/project managers of contracts, interagency agreements and work orders	Workshop focuses on the importance of establishing an independent Government cost estimate; the mechanics of the process and components which can be used in its development.	4
Developing Proposal Evaluation Criteria - Workshop 3	Project officers/project managers of contracts, interagency agreements and work orders	Workshop covers the importance of developing the appropriate technical evaluation criteria for a procurement action. Discussions include the relationship of technical and cost evaluation and "best buy" analysis. Workshop participants develop evaluation criteria.	4

*Undergoing revision.

Course Title	Target Group	Description	Hours
Source Evaluation Panel Procedures - Workshop 4	Project officers/project managers of contracts, interagency agreements and work orders	Course focuses on the duties and responsibilities of SEP members, effective evaluation of proposals from commercial organizations, determination of competitive range, and contractor selection.	8
Negotiation of Project Terms and Conditions - Workshop 5	Project officers/project managers of contracts, interagency agreements and work orders	Workshop covers procedures and techniques to successfully negotiate project costs, technical approach, and project terms and conditions.	8
Contract Administration - Workshop 6	Project officers/project managers of contracts, interagency agreements and work orders	Workshop focuses on monitoring project results and costs both from commercial contracts and DOE laboratory agreements.	8
Property Management - Workshop 7	Project officers/project managers of contracts, interagency agreements and work orders	Workshop covers approval and tracking of contractor-acquired property, government-furnished property, and property reporting requirements.	8
Closing Out the Project - Workshop 8	Project officers/project managers of contracts, interagency agreements and work orders	Workshop covers closing out procedures and process for both interagency agreements and for commercial contracts.	8
Organizational Conflict of Interest - Workshop 9	Project officers/project managers of contracts, interagency agreements and work orders	Workshop discusses agency policy regarding organizational conflict of interest both for commercial contracts and agreements placed with Department of Energy (DOE laboratories.)	4
Preparing Statements of Work - Workshop 10	Project officers/project managers of contracts, interagency agreements and work orders	Workshop is designed to adequately prepare project managers to develop succinct and complete SOWs to ensure that contractors and DOE laboratories fully understand project scopes, work objectives, and deliver useful products in a timely manner and at a reasonable cost.	8
*Acquisition for Supervisors and Managers	Managers and supervisors of project managers	This 4-hour seminar is designed to reflect current NRC policy regarding the roles and responsibilities of supervisors and managers who manage acquisition project managers.	4
Administrative Control of Funds	Designated allotment Financial Managers and any employee interested in NRC's procedures for controlling funds	Covers NRC's system for the administrative control of funds, defined in Management and Handbook 4.2.	6
Age in the NRC Workforce	All employees	Provides participants with an understanding of the various laws and Federal regulations related to age discrimination; an understanding of various stereotypes and myths about older members of the workforce, and a foundation for reducing individual and organizational stress which may result from changing workforce demographics.	4

*Undergoing revision.

Course Title	Target Group	Description	Hours
Analyzing Human Performance Problems	All employees	Uses performance analysis approaches developed by Mager, Rummier, Gilbert, and Kepner-Tregoe to help supervisors and managers identify performance problem causes and how to develop plans for overcoming them. Performance problems are evident in three areas including lack of skill and knowledge, deficiencies in the environment, and lack of motivation by employees.	24
Applied Statistics	Employees who need to perform statistical analysis or review statistical materials	Provides justification for methods used in statistical analyses, illustrates techniques from a wide variety of technical and non-technical applications. Discusses where statistics are misused.	40
Basic CPR and First Aid	All NRC employees, especially those assigned duties in the occupant emergency evacuation plan	Teaches CPR and First Aid techniques for choking and other respiratory emergencies for adults, children, and infants.	12
Beginning Federal Service	FERS employees with six months to five years of Federal service	Covers Federal employee retirement system (FERS) benefits, Thrift Savings Plan, social security implications, and financial planning.	8
Clear Writing	All employees - Senior resident inspectors	Course covers the three steps in the writing process; planning, writing, and editing. Participants will learn how to write for specific purpose; write for a specific audience; gather material in a logical manner; edit a document for style; and edit a document for grammar, punctuation, and mechanics.	24
Coaching & Counseling Workshop	Supervisors, managers and executives	Course teaches supervisors and managers how to use coaching and counseling techniques to improve the performance of their staff. Participants will learn performance analysis techniques, action planning, and developmental strategies.	16
Conducting and Participating in Meetings	All employees	Provides techniques for effective meeting management. Course participants will learn the procedural elements of meetings, techniques and strategies for gaining involvement of participants, the role and effect of climate on meeting behavior, and presentation/delivery techniques.	16
Conflict Resolution	All employees	This course teaches how to deal with conflict in a positive manner. You will study the forces that generate conflict and the consequences of conflict upon different employees as well as how to recognize conflict resolution styles and the benefits of a win-win problem-solving approach.	16
Cultural Diversity at NRC	All employees	Program discusses how cultural differences among NRC's workforce may affect work and how to manage personal interactions across cultures.	4

Course Title	Target Group	Description	Hours
EEO at NRC	All employees	Workshop is designed to help participants understand Federal laws, policies, and mandates governing EEO; understand the discrimination complaint process, including the rights of employees involved in allegations of discrimination; and understand sexual harassment, affirmative action, age discrimination, and disability issues.	4
EEO for Managers and Supervisors	Supervisors and managers (Level I mandatory course)	Workshop covers cultural diversity at NRC and management's responsibilities regarding equal employment opportunity. Course content includes: Federal laws, NRC policies, and other mandates governing EEO; the manager/ supervisor's role and responsibility related to implementing EEO; the discrimination complaint processes, including rights of officials involved in allegation of discrimination; and methods of dealing with human and employee relations problems. The course also provides managers and supervisors with an understanding of NRC's rich cultural diversity.	16
Effective Briefing Techniques	Employees required to prepare and deliver briefings	Workshop provides participants with the in-depth skill and techniques required to make effective oral presentations. At the conclusion of the course, participants will be able to identify the purpose and objectives of an effective presentation, analyze the intended audience, select and organize materials. Course activities include the use of videotapes, brief lectures, role playing, films, and group discussions.	24
Effective Communication for NRC Inspectors	Inspection team members and leaders	Workshop focuses on improving communication with licensees, including techniques to improve exit inspection briefings. This course uses videotape feedback to help participants improve their presentation techniques.	24
Effective Listening Skills	All employees	Course designed to facilitate effective communication. Provides participants with an understanding of the listening process, attitudes that interfere with effective listening, techniques and understanding of the listening process, attitudes that interfere with effective listening, techniques and strategies that will improve communication behavior and skills necessary for becoming an effective listener.	16
Ethical Decision Making	All employees	Course provides participants an opportunity to better understand ethical decision making and the implications of failing to make ethical decisions. Exploration of individual values and personal ethical constructs will be discussed.	8
Ethics Training (Annual)	Employees who file a financial disclosure statement and others designated by Office Directors	Training focuses on standards of conduct, conflicts of interest and the Hatch Act as it relates to NRC employees.	1

Course Title	Target Group	Description	Hours
Facilitation Techniques	All employees	Workshop teaches participants how to use groups to solve problems or make decisions without losing control of a meeting or letting it drift into endless discussion. This workshop assumes participants already have a basic understanding of conducting a meeting, group dynamics, communication skills, and conflict resolution.	16
Financial Management Concepts	Section Leaders, Branch Chiefs, and above	Seminar is designed for branch chiefs, and above to help them acquire and manage the resources necessary to accomplish their business.	4
Financial Management Seminar	All employees, especially, those assigned financial management duties.	Seminar provides an overview of both the Federal and NRC budget process, fundamentals of appropriation law, and NRC's financial management policies and procedures. This course will be of interest to all employees with financial management responsibilities such as program budgeting and contract/project management.	16
Gathering Inspection Information Through Interviews	Inspection team members and professional employees	Workshop is designed for NRC inspectors and technical staff who must conduct interviews at nuclear facilities to gather accurate, reliable information. The course teaches interviewing skills such as how to phrase questions and listening techniques and discusses the challenge of conducting an interview in a potentially adversarial atmosphere.	24
Interest-Based Bargaining	Partnership Committee members	Course takes an interest-based approach. It covers preparation for negotiations/discussions, opening statements and lists of issues to other party, your issues/interests. As well as potential solutions to satisfy interests, criteria to judge potential solutions, and agreement on the most appropriate solution based on the criteria.	16
Interviewing Skills	All employees	Provides techniques for conducting effective interviews. Participants will learn a structured approach to interviewing and will be given ample opportunity to practice their new skills under the direction of a professional facilitator. Interview situations such as performance appraisals, inspections, investigations, general informational gathering, and employment interviews will be videotaped.	24
Management Workshop	Supervisors and managers (Level I mandatory course)	Workshop helps participants identify their personal management style. Several managerial diagnostic instruments are used to provide participants with real data from subordinates, peers, and superiors. The course facilitator will help the participant interpret and understand the results. Supervisors and managers who plan to attend must schedule their time and the time of their subordinates to complete pre-course materials prior to the first session.	24
Managing Other People's Writing	Supervisors and Managers	Course teaches managers and supervisors how to improve the writing process in their branch. The course provides a review of basic writing standards and how to provide constructive feedback to the writer.	16

Course Title	Target Group	Description	Hours
Managing Transitions in the Work Place	All employees	Offers techniques to deal with long- and short-range changes within an organization (technological, social, political, economic, etc.). Content of this course includes: techniques to build readiness for change, methods used to anticipate and plan for change, the critical role and skills needed during times of organizational transition, and various strategies to implement change.	24
Media Training Workshop	SES employees, resident inspectors and employees who regularly interact with the news media	Intensive course provides participants with techniques and practical experience on how to effectively communicate with the news media. This course includes 3 videotaped exercises per participant and one-on-one instructor feedback.	8
Mid-Career Planning	Employees with more than five years Federal service	Course is designed for employees mid-way through their career and highlights the benefits available within the Federal service and explores options to maximize them. The course covers all aspects of FERS, TransFERS, CSRS, CSRS offsets, and uses a common sense approach to enable employees to take the fear out of financial planning and becoming a wise financial consumer.	16
Negotiation Techniques: How To Gain Agreement	All employees	Course provides employees with proven strategies in how to conduct successful negotiations. Participants will learn how to identify negotiation interests, how to build trusting relationships, how to identify negotiation options, and how to diffuse anger and hostility from others. This workshop discusses negotiating such areas such as regulatory compliance, inspection activities, performance appraisals, interagency agreements, and issues between intra-agency groups.	16
NRC Inspection Team Leader Workshop	Inspection team leaders and members, resident and senior inspectors	Course is designed for persons who lead or coordinate temporary project or inspection members, dealing with responsibility without official supervisory authority; promoting open communication among team members so they make effective team decisions; identifying leadership style and use of power in an effective manner; assessing team resources in relation to task requirements; planning for flexibility and changing conditions; and identifying the characteristics of an effective team and indicators of team problems and dysfunction.	24
NRC: What It Is and What It Does	All employees	Course is a series of lectures from various NRC senior managers. Participants gain a basic understanding of NRC's history and mission, the roles and responsibilities of offices with NRC, and the interactions between offices within the NRC.	16
Nuclear Reactor Concepts	All employees	Course provides an overview in lay terminology of nuclear power generation including the fission process, the sources and biological effects of radiation, Pressurized Water Reactor (PWR) and Boiling Water Reactor (BWR) plant systems, and a discussion of reactor emergencies.	16

Course Title	Target Group	Description	Hours
Orientation to NRC Office Procedures	All new secretarial and clerical employees	Provides participants with an introduction to NRC's office procedures. Topics include NRC correspondence procedures, records management, the NRC mail system, telephone techniques, and how to prepare time and attendance cards and travel forms.	24
Performance Appraisal Workshop	Supervisors and managers (Level I mandatory course)	Workshop teaches how to write good performance elements and standards, how to systematically evaluate employees and how to write the evaluation portion of the performance appraisal. This course emphasizes the interaction between the supervisor and employees throughout the performance appraisal process. Participants will actually write elements, standards, and evaluations and will learn to use the link between these evaluations and Individual Development Plans.	8
Performance Management Workshop	Supervisors, managers and executives (Level II course)	Course focuses on how to manage work performance utilizing performance analysis techniques, problem strategies, action planning, and developmental strategies. This workshop is a logical follow-up to <i>Supervising Human Resources and Performance Appraisal Workshop</i> .	16
Personnel Management Practices	Supervisors, managers and executives (Level I)	Course provides a complete review of current NRC personnel practice and policy. Topics include position management and evaluation, staffing, performance appraisals, leave administration, employee development, discipline, recognition, equal opportunity, and labor relations.	24
Planning for Retirement	NRC employees and their spouses contemplating retirement within ten years	Course helps employees to plan for retirement. Through lectures and group discussion, you will learn the components of a comprehensive retirement plan; key issues in financial planning; Federal retirement, Social Security, and Thrift Savings Plan benefits; the effect of tax and legal issues on your retirement and savings benefits; and the personal health and psychological effects of retirement. Spouses may accompany employees attending this course.	24
Problem Solving and Decisionmaking (KT course)	All employees	Utilizes the Kepner-Tregoe problem-solving approach; provides useful techniques for identifying and solving technical and non-technical problems.	40
Process Engineering Principles and Techniques	All employees	Process reengineering, like TQM, has become an important activity in government agencies. This course will introduce participants to basic process reengineering principles and practices and discuss the historical perspective and recent developments related to the National Performance Review. Participants will understand work process and how to radically modify such processes as applied in the NRC.	16
Quality Customer Service Workshop	All employees	Workshop participants will learn the techniques of quality customer service. The 14 key aspects of customer service will be presented in addition to the 6 aspects of quality service. This workshop is open to all employees, and is recommended for employees who work together as a group, unit or team.	8

Course Title	Target Group	Description	Hours
Records Management Review	All employees	Course reviews NRC's records management policies and procedures including a definition of records management, an understanding of the applicable laws and regulations, objectives for the NRC records management program, roles and responsibilities of managers and employees, components of records management, records life cycle.	16
Regulatory Process, The	All employees	Course describes NRC's authority and responsibility as an independent regulatory agency, focusing on legal requirements and the application of relevant statutes to licensing, rulemaking, inspection, and enforcement at the NRC.	16
Retirement Planning Review	Employees who plan to retire within four months	Course covers the retirement application process, Thrift Savings Plan withdrawal, survivor benefits, Federal Employees Group Life Insurance, Federal Employees Health Benefits, and Social Security.	4
Sexual Harassment Prevention	All employees	Workshop provides broad overview on subject of sexual harassment. The presentation includes statutory information; the rights, responsibilities, and remedies that victims have and can exercise; and management's roles and responsibilities.	4
Situational Leadership Workshop	Supervisors, managers and executives (Level II course)	Course provides participants with a working knowledge of situational leadership, a process by which managers adapt their style of leadership behavior to meet the particular work situation and the needs of their employees. The course discusses how to select appropriate leader behaviors for various situations, diagnose the competency and commitment of employees to perform work related tasks, and differentiate various styles of influence.	8
Small Group Dynamics	All employees	Course explores how small work groups function and how individual members can modify their behavior to improve the group's dynamics. Course participation will provide participants an opportunity to increase their comfort in group situations, understand and recognize various developmental stages of groups, and identify individual personality types and how different types interact.	16
Stress Management	All employees	Course teaches what stress is, how to identify symptoms of stress and assess one's own level of stress, how to identify managerial practices that promote unhealthy levels of stress and some resolutions, and how to create one's own personal plan for dealing with stress.	16

Course Title	Target Group	Description	Hours
Supervising Human Resources	Supervisors and managers (Level I mandatory course)	Course helps newly appointed supervisors to learn principles and develop competencies that are essential for effective supervision. These principles and competencies are the foundation for future supervisory and managerial development. Course content includes supervisory function and roles, leadership, motivation, communication, problem solving, performance goal and standard setting, coaching and delegating. As part of this course, the immediate manager of the participant will be asked to attend one module of the course.	40
Time Management	All employees	Workshop is designed for individuals who want to develop ways to use their time more productively. It focuses on practical techniques for controlling time and discusses the reasons why the management of time has become increasingly important.	16
Working in Self-Managed Teams	All employees	Course will help NRC employees better understand how to work in a self-managed team environment and provide team work skills. Much work in the future will be accomplished while participating in teams. Often the team you will assigned to will be self-managed; the team members will decide how to organize the work of the team.	16
Working with People with Disabilities	All employees	Workshop helps raise the awareness levels of all employees regarding disabilities in the workplace. Participants will learn how the <i>Americans With Disabilities Act</i> affects the workplace and how it relates to physical and learning disabilities.	4

SECTION III

OP COMPUTER TRAINING

SECTION III

OP COMPUTER TRAINING

While some employees have advanced only as far as powering up, sending e-mail messages, and drafting a simple note, the majority have started down the path to using computers as valuable tools to accomplish work.

Computer courses provide employees with the means to make the most of the NRC's ever-expanding computing capabilities. These courses are designed to teach, in a minimum amount of time, what a computer can do to help perform job tasks effectively, quickly, and easily.

The NRC's computer training programs cover hands-on instruction on the most useful aspects of workstation capabilities. Courses are generally short in length (half days or full days) and narrow in scope so that employees can select only those modules they need once they have mastered the basics. The course materials serve as effective desk references after class, offering explanations, examples and in-course exercises.

For those who prefer using individualized training programs, a wide selection of computer training is available at any time in the Individualized Learning Center (ILC), located in the Professional Development Center (PDC). ILC courses and lending information is published quarterly in the PDC Catalog, and the ILC is open from 8:00 a.m. to 5:00 p.m. For additional ILC information, call the ILC at (301) 415-7744 or (301) 415-7750.

How to Register for Instructor-Led Computer Classes

- Fill out a request form available weekly in the Weekly Announcements.
- Sign and have your supervisor sign.
- Send the request form to the PDC, T3 B3. Enrollment will be confirmed on a first-come, first-served basis.

Upon receipt of a course enrollment confirmation from the PDC, carefully review your class dates. Because of varying demand, class dates are subject to change. You will be asked to confirm your attendance before the class is scheduled by contacting the PDC at (301) 415-7750 or e-mail: PDC.

Location

Training classes are conducted in the Professional Development Center on the third floor, TWFN. Individualized training is available at the Individualized Learning Center (ILC), located in the PDC. For more information call the PDC at (301) 415-7750. For more information on the entire computer training program, call the Project Manager, Carolyn Bassin, OP/ODT: (301) 415-7093.

Access: Advanced Forms and Reports

A follow-up course for users seeking to learn more about forms for inputting data and the sophisticated report features of Access. 1 Day

Access: Advanced Queries

A course focusing on complex queries and macros for databases. 1 Day

Access: An Overview

A course for new users of Access that illustrates the full scope of what Access does and demonstrates how it works. ½ Day

Access: Creating Filters and Basic Queries

A course that emphasizes the use of filters to create and modify queries and how to search and sort subsets of records. ½ Day

Access: Creating Graphs

A course targeting users who need to filter and group data for graphs and translate data into useful charts. 1 Day.

Access: Creating Tables

A course for Access users to learn how to create tables and why they are the heart of the software. 1 Day

Access: Data Maintenance

A course that teaches how to perform action and archive queries and perform routine maintenance tasks. ½ Day

Access: Defining A Relational Database

An important conceptual overview of relational databases and the gateway course to the Access series. ½ Day

Access: Intermediate Queries

A course that enables participants to link tables using join properties and to use more sophisticated queries. 1 Day

Access: Simple Forms and Reports

A course geared toward less experienced users seeking skills in form and report generation using the Access -Wizard" feature. 1 Day

Access: Working with Data from Other Applications; The Multi-user Environment

An advanced course working in a multi-user environment covers how to import data from dBASE, Lotus and WordPerfect, Object Linking and Embedding (OLE) and Dynamic Data Exchange (DDE). ½ Day

AUTOS and WordPerfect Office

A workshop on all the features of WordPerfect Office, including mail calculator, scheduler and the notebook. 1 Day

Changing Role of Telecommunications at the NRC, The

Addresses TCP/IP Internet protocol, data exchange, modem, WWW browser, sending e-mail via Internet, compressing files that have zip

extensions and how to use PC to access an NRC remote site. 1 Day

dBase III Plus Advanced

A course designed to provide instruction in relational databases and batch command processing. 1 Day

dBase III Plus Intermediate

A course for current users of dBase III who wish to learn more of the dBase commands. 2 Days

dBase III Plus Introduction

A course for those responsible for designing and maintaining databases. 2 Days

DOS Advanced Commands

A course for the DOS user who wants to learn more about file attributes and how to write and edit DOS batch files. 1 Day

DOS Fundamentals

A course for those who have used a computer and want to learn more about how to manage their information using paths and directories. 1 Day

Harvard Graphics 3.0 for DOS Advanced

A course focusing on the enhanced Draw Feature and use of macros. 1 Day

Harvard Graphics for Windows 2.0

An introductory course presenting how to access Harvard Graphics features in the Windows environment. 1 Day

HTML Advanced Techniques

Covers advanced HTML formats. 1 Day.

HTML Documents for the World Wide Web

A course for those needing to make information available on the Internet's WWW. 1 Day.

Harvard Graphics 3.0 for DOS Introduction

For the user with version 3.0, a course in creating text, bar, line, pie, and text graphs. 1 Day

INFORMS

A course on how to use NRC's automated forms filler, save, and print. ½ day.

Introduction to Communication at NRC

A survey course of telecommunications options at the NRC. Intended for novices, it covers Crosstalk and Pro Comm+ software packages. 1 Day

Internet: Fact and Fiction

A demonstration class for newcomers to the Internet with discussion on its use and relationship to the NRC. ½ Day

Lotus 1-2-3 for Windows: The Basics

A course covering techniques for producing effective spreadsheets. 2 Days

Lotus 1-2-3 for Windows: Intermediate

Follow up of Lotus 1-2-3 for Windows Basics

Netscape: Introduction

A full introductory course to software for browsing the World Wide Web. 1 Day.

NUDOCS/AD

How to search, select, retrieve, and browse through documents. The Nuclear Document System/Advanced Design is an online retrieval system. 1 Day

UNIX Programming Languages

Code development and maintenance tools- Fortran 7, C, C++, and PERL. 3 Days

UNIX: The Basic Operating System

A technical overview of the operating system, the environment, basic functions and tools of the UNIX system. 2 Days

Using Windows 3.1

An introductory course for inexperienced Windows users covering mouse use and how to work with icons, buttons, and menu bars. 1 Day

Windows: Advanced Techniques

A course for experienced Windows users. Topics include customizing the Windows environment, and developing efficiencies. 1 Day

Windows: File Manager, The

A course on Windows file management capabilities and simplified information storage. ½ Day.

Word Perfect 6.1 for Windows: Basics, The

For individuals with no working knowledge of word processing. 1 Day

Word Perfect 6.1 for Windows: Columns

Uses several different features to format documents into columns. 1 Day

Word Perfect 6.1 for Windows: Desktop Publishing

A Course for beginners who prepare basic documents and want them to look professional. 1 Day

Word Perfect 6.1 for Windows: Formatting Agency documents

User will learn how to format agency memos, letters and reports. 1 Day

Word Perfect 6.1 for Windows: Graphics

Covers images, text art, borders and lines to emphasize message and attract readers attention. 1 Day.

WordPerfect 6.1 for Windows: Macro Programming

Participants learn when a macro is a better tool and why macros are so powerful. 1 Day

WordPerfect 6.1 for Windows: Mail List and Labels

Participants will learn skills needed to sort and select discrete information. 1 Day

WordPerfect 6.1 for Windows: Making the Transition

A course designed for experienced WordPerfect users who need to maintain their comfort level while moving to the Windows environment. 1 Day

WordPerfect 6.1 for Windows: Math and Special Functions

Tables are useful for managing numerical data useful for wide applications. ½ Day

WordPerfect 6.1 for Windows: Tables, Introduction

A course specializing in the useful and versatile tables capability. ½ Day

Word Perfect 6.1 for Windows: Working with Long Documents

Users learn to define and generate tables of contents; create tables, define cross reference and jump from one document to another. 1 Day

WordPerfect GroupWise

Send and receive mail schedule meetings, maintain calendars. For novices to NRC's AUTOS environment. 1 Day

WordPerfect Office for Windows

A full basic introduction the use of this software for e-mail, appointments, tasks, notes, and calendar. ½ Day.

WordPerfect Office for Windows: Plus

After the fundamentals- this course enhances understanding, efficiency, and use of special features. 1 Day

ZyIndex for Windows

A course on how to use complex search criteria to locate frequently used regulatory documents on the Standard Review Plan Update and Development Program text retrieval server. 1 Day

SECTION IV

INDIVIDUALIZED LEARNING CENTER

SECTION IV INDIVIDUALIZED LEARNING CENTER

The ILC is located at:

Individualized Learning Center
Professional Development Center
Room T3 B1, TWFN
(301) 415-7750 or (301) 415-7744
Mail Stop T3 B3

The Individualized Learning Center (ILC) offers a training alternative to classroom instruction at NRC. Video and audio tapes, computer-based instruction, and multi-media training are available.

You have a choice of using training programs at the ILC or borrowing materials for use in your office.

Programs in the Learning Center are designed to individualize instruction to meet your needs. Training is described quarterly in the OP Quarterly Catalog and is available in:

Communication and Performance Skills
Computer Skills
Employment Assistance
Equal Employment Opportunity
Management and Supervisory Skills
Project Management
Secretarial Skills
Additional Programs

To use self-study materials while in the ILC (3B1)

Supervisor signature is required, EXCEPT during lunch time.

1. Select the program you need and fill out the Registration Request. **A copy of the ILC Registration Request can be found at the end of this catalog.** For use during office hours, you will need approval from your supervisor, except during lunch time (11:30-1:00). Indicate the program you wish to use and when you wish to use it.

2. Send the completed Registration Request on the PDC/ILC at T3 B3.
3. Your request will be directly confirmed by the ILC. If you cannot attend during your reserved time, be sure to cancel so others may use the equipment.
4. If you wish to be scheduled immediately, gain approval from your supervisor and call the ILC to be sure there is space available. Bring the completed registration request with you.

To borrow self-study materials from the ILC

No supervisor signature is required.

Almost all programs listed in the catalog are available through the Lending Library. Those not available will be clearly marked with an asterisk (*).

We encourage you to borrow materials, but with the Lending Library program, we assume you know how to use VHS video player or computer equipment or can learn how by visiting the ILC or obtaining assistance in your office. You will need to be able to follow the instructions for using the materials on appropriate equipment.

1. Select the program you need and fill out the Lending Library Request. **A copy of the Lending Library Request can be found at the end of the catalog.**
2. Send the completed Lending Library Request to the ILC at T3 B3.
3. Your request will be processed and you will receive the program as soon as it is available. This is a first-come, first-served registration, so request early if you can. Remember that all courses are available for study in the ILC. You will be able to borrow two programs at one time. If you register for more than two programs, the additional programs will be mailed to you upon return of the first program.

4. Computer-based training programs, audio programs, and workbooks are available for loan for a two-week period, and videotapes are available for a one-week period. You will receive materials in the mail. The material must be returned on time, as others are waiting for the program. If additional time is needed, please call the ILC at 415-7744 and request an extension. Extensions will be granted when others are not waiting for the course. A failure to return materials

in a timely manner may result in suspension of privileges to borrow at a later date. Please be responsible.

5. Headquarters employees return materials by mail to the ILC at T3 B3. Regions and site locations return materials by an insured mail delivery (United Postal Service [UPS], Federal Express, etc.). Be sure to include your Completion Card and Course Evaluation with the materials.

SECTION V

TTC TECHNICAL TRAINING

SECTION V

TTC TECHNICAL TRAINING

Background

The NRC technical program is managed by the Technical Training Division (TTD) which coordinates with the NRC headquarters offices and regions in policy development and implementation of formal technical staff qualification and training programs. Technical training is provided to meet the integrated training needs defined by formal NRC staff qualification and training programs. The TTD manages the Technical Training Center facility and associated capital assets. Although located in Chattanooga, TN, the TTD is part of the NRC headquarters organization within the Office for Analysis and Evaluation of Operational Data (AEOD).

Reactor technology curriculum areas are implemented in each of the General Electric, Westinghouse, Combustion Engineering, and Babcock and Wilcox reactor vendor designs. These curriculum areas include a spectrum of courses involving both classroom and simulator training. Reactor technology courses are typically presented by TTD staff members. There are presently five full scope reactor training simulators located at the Technical Training Center (TTC), modeling the General Electric BWR/4 and BWR/6, Westinghouse, Combustion Engineering, and Babcock and Wilcox reactor vendor designs.

The specialized technical training curriculum areas are implemented in engineering support, radiation protection, safeguards, fuel cycle technology, probabilistic risk assessment, and regulatory skills. The TTD provides specialized technical training through presentation of courses developed by the TTD staff, presentation of courses by TTD contractors, coordination for slots in courses that are presented by other Government agencies, and identification and promotion of commercially available courses that NRC personnel can attend as individual training opportunities using the NRC Form 368 process managed by the Office of Personnel. For many of the contracted courses, NRC perspectives are

provided by specifically designated individuals from within the agency staff.

Training Locations

The locations chosen for course presentations are determined based on a number of factors including dependence on training aids or special facilities, course length, course intensity, and location of the intended audience. Reactor technology courses that are dependent on the use of reactor simulators or training aids are conducted at the TTC. Specialized technical training courses that require special contractor facilities are typically presented at those facilities. Numerous courses without special facility requirements are presented in headquarters and regional offices.

TTD Course Catalog

The TTD Course Catalog provides a description of each course, including course length, instructional hours, location, prerequisites for attendance, and applicability. Specific training requirement for the various technical positions can be found in documents such as NRC Inspection Manual Chapters 1245 and 1246, Examiner Standards, and Office Directives. The TTD Course Catalog is published semi-annually and provides a description and schedule of the courses offered by or through the TTD. Between publishings, changes to the TTD Course Catalog are made as needed to reflect course data changes, course additions, or course cancellations. Notification of changes is normally made to training coordinators or through the use of all hands network bulletins.

Registration

Registration of students into courses conducted or coordinated by the TTD is accomplished THROUGH THE TRAINING COORDINATOR of the region or NRC office concerned. Individual supervisors who want their personnel assigned to a given course must do so through their appropriate training coordinator. Registration of students in classes controlled by the TTD is normally done via E-Mail by the training coordinator. Registration will be on a

"first-come first-served" basis unless the class is overbooked. In this event, preference will be given to personnel with required training defined by formal qualification or development programs. This determination will be made eight weeks prior to the course start date. Classes that have insufficient enrollment for presentation will be canceled at this time, and students and training coordinators will be notified by E-Mail. For classes that are not filled at the eight week period but meet minimum enrollment, TTD will continue to accept, on space-available basis, enrollment any time prior to the course start date.

Approximately eight weeks before a course begins, the names of students who are enrolled in courses are announced in an enrollment confirmation notice which is sent to the enrolled students, their immediate supervisors, and their

training coordinators. This notice is normally sent via E-Mail. All personnel still in standby status for the course at this time will be notified by E-Mail that they are not included on the final course enrollment roster.

Examinations

Examinations are given at the end of most TTD courses. Students required by NRC Inspection Manual Chapter 1245 (or other formal requirements) to complete a course as part of their qualification program must pass the examination. The passing grade for all TTD courses is 70% except for Site Access Training and Site Refresher Training which require a score of 80%. Some employee qualification programs may require a higher or lower passing grade for some courses.

SECTION VI

**AGENCY-SPONSORED
GRADUATE LEVEL PROGRAMS**

SECTION VI AGENCY-SPONSORED GRADUATE-LEVEL PROGRAMS

MULTIDISCIPLINARY PROGRAMS

The NRC recognizes the organizational need to provide for training in: (1) a multidisciplinary approach to the study and application of safety and health aspects of accident prevention; and (2) a multidisciplinary program in the use of a systems approach to management, human factors, and systems technology. In the latter case, there are options of applicability in information systems, research and development, and safety management, as well as engineering systems analysis and management.

Though training in these areas may be pursued through individual courses of instruction, it must generally be taken on off-duty hours, representing a heavy personal, voluntary commitment of an employee's time. These NRC-approved and funded programs involve the pursuit of a full program of study, potentially leading to a master's degree in Project Management, System Engineering, or Organization Management, if an individual completes the program. The programs will no doubt appeal to the more senior managers and technical specialists responsible for establishing standards for, and regulating, the highly complex nuclear industry and for whom this training is most applicable. These programs satisfy an organizational need as well as an individual need. Training within these programs will be requested on Training Request and Authorization (NRC Form 368), will require approval by the Office Director, and will be authorized by Organizational Development and Training (ODT), Office of Personnel. Regional offices shall have the same opportunity to participate in similar programs if locally available.

The following information briefly describes the thrust of the approved courses of study.

TECHNICAL MANAGEMENT JOHNS HOPKINS UNIVERSITY

Supervisory and management positions in scientific and engineering organizations are usually awarded to staff members who have earned the respect of management and coworkers by excelling in their areas of technical expertise. They then act as "lead scientists" or lead engineers," directing the work of other scientists or engineers. Although they have proved they have good judgment in strictly technical matters, it may well be that nothing in their past education and little in their work experience has prepared them for supervisory and management responsibilities. The overall objective of this program is to prepare individuals trained and experienced in science or engineering in the elements of managing technical projects and organizing and supervising technical personnel. The program is organized along three parallel tracks:

PROJECT MANAGEMENT applies to the organization and directly to special technical projects.

ORGANIZATION MANAGEMENT applies to organization and supervision of people to accomplish technical objectives.

SYSTEM ENGINEERING applies to the technical oversight and coordination of the development and production of large, complex technical systems.

Applicants must meet the general requirements for admission to a graduate program and must have a degree in a science or engineering field with a minimum of five years of appropriate full-time work experience in that field. Applicants must submit a resume to the University with their application for admission.

All students complete ten one-term courses within a five-year period.

For further information regarding these programs call Lillian W. van Santen (LWV), OP/ODT, on (301) 415-7099.

NRC GRADUATE FELLOWSHIP PROGRAM

The NRC Graduate Fellowship Program sponsors employees who wish to pursue full-time graduate work to develop technical expertise in health physics and specialized engineering disciplines. The program provides an additional means of obtaining needed technical expertise to help reduce the impact of attrition and help ensure that the NRC will have an adequate supply of highly qualified health physicists and engineers in the future.

The NRC Graduate Fellowship Program is an entry- to mid-level program targeted for individuals in technical positions at the GG 11 level and below who want to undertake full-time graduate work at the Master's degree level to meet NRC's needs. Applicants must have an engineering, health physics, or scientific background and an interest in pursuing additional education. The program is open to current NRC employees and participants in the NRC Cooperative Educational Program, as well as men and women outside the agency. Applications from internal candidates are solicited annually through an all-employee announcement.

Program Elements

Employees selected for this program will go on leave without pay status and receive a monthly stipend as well as full payment of tuition, fees, and books. NRC will be responsible for travel costs associated with the program. However, these employees must comply with a continued service agreement.

Program Conditions

Each fellow, upon successful completion of the program, will be expected to comply with the following continued service obligation agreement: for every academic year of the fellowship, the fellow is expected to work for NRC for two calendar years. A signed agreement to this effect will be executed prior to commencing the fellowship.

Selection Process for NRC Employees and Coops

A senior management NRC screening panel will make recommendations for selection to the Executive Director for Operations who will approve all selections. The selected NRC employees will apply to graduate school after successful work performance has been determined.

Program Completion

Upon completion of the program, employees will be assigned to an NRC position determined by the Executive Director for Operations, based upon input from appropriate office directors and regional administrators.

Application Procedures

In addition to an NRC Graduate Fellowship Program application, eligible NRC and COOP applicants must submit an updated SF-171, undergraduate and graduate transcripts, Graduate Records Examination scores, a copy of the latest performance appraisal, if available, and a supervisory/managerial recommendation. These applications will be submitted via the Office Directors/Regional Administrators. Employees interested in the NRC Graduate Fellowship Program should call Office of Personnel for general information and application materials.

NRC SENIOR FELLOWSHIP PROGRAM

The NRC Senior Fellowship Program is designed to advance the expert status of NRC employees through advanced education in disciplines critically needed to support the agency's mission. This program is targeted at employees in grades GG-14 and above who have scientific or engineering backgrounds, and an interest in pursuing additional education at the graduate level, or other studies, in specialized engineering or scientific disciplines that have been identified by NRC management as a critical need. The successful candidate should generally have five or more years of directly related work experience at the time the program begins,

including three years as an NRC employee. Applications for the Senior Fellowship Program are solicited through all-employee announcements issued by the Office of Personnel.

Program Elements

Through the Senior Fellowship Program, the agency will sponsor NRC employees in a graduate-level program, or other studies, in specialized engineering or scientific disciplines. If the fellowship is to be undertaken at an institution of higher learning, selectees would have to seek their own acceptance at the approved institution, and would be required to coordinate major research or thesis topics with the sponsoring office. If the fellowship is to be undertaken at a national laboratory or research center, the NRC will help the selectee establish the necessary relationship. During non-academic periods, such as summer break, and when research permits, participants who have not relocated would be expected to work in the sponsoring NRC headquarters or regional office. Participants who have relocated would be expected to continue to perform research or undertake other appropriate studies. Fellowship selectees will retain their current appointments, and NRC will be responsible for the salaries, benefits, temporary subsistence or relocation, if required, and tuition, fees, and books.

Program Conditions

Each fellow will be expected to comply with the following continued service obligation agreement: for every academic year of the fellowship (for every two semesters, or approximately eight months) at the institution of higher learning, the fellow owes NRC two calendar years of work. A signed agreement to this effect will be executed prior to commencing the fellowship.

Selection Process

Selections will be made by the Executive Director for Operations based on the recommendations of the Executive Development Committee. Applications for the Senior

Fellowship Program must include endorsements provided by the candidate's management including Branch Chief, Division Director, and Office Director/Regional Administrator.

Program Completion

Upon completion of the program, employees will be assigned to an NRC position determined by the Executive Director for Operations, based upon input from the appropriate office directors and regional administrators.

Application Procedures

In addition to the Senior Fellowship Program application, eligible employees must submit an updated SF-171, a copy of their three latest performance appraisals, three written recommendations that support selection for the program based on performance, and professional and academic accomplishments, and management endorsements as indicated in the Senior Fellowship Application. Applicants are also required to develop a program plan which contains the applicant's proposal for designing a fellowship program to meet the agency's critical need in the discipline area chosen. All applications will be submitted through the Office Director/Regional Administrators and include endorsements from the candidate's Branch Chief, Division Director, and Office Director/Regional Administrator. Employees interested in the NRC Senior Fellowship Program should contact Mary Louise Roe, OP/ODT, via E-mail MLR1, or on (301) 415-7084, for general information and application materials.

RESIDENT INSPECTOR DEVELOPMENT PROGRAM

The Resident Inspector Development Program trains qualified individuals in nuclear technology, inspection, and NRC regulatory affairs sufficient to certify them for noncompetitive selection as resident inspectors. This program helps NRC maintain a pool of certified candidates for assignment as resident inspectors.

The Resident Inspector Program is open to current NRC employees as well as men and women outside the agency. Applicants must have the knowledge of scientific principles, theories, and practices equivalent to that gained through a B.S. degree in engineering or science and two years experience. The experience may have been gained through commercial, government, or military nuclear experience.

The Resident Inspector Development Program is typically 12-18 months in duration depending upon the initial qualifications and experience of the participant.

Once the NRC announces a call for nominations, employees interested in participating in this program must apply and then be competitively selected. Upon completion of the program, the employee will be reviewed by an Oversight Panel that will certify participants who have successfully completed all their requirements. Certified graduates of this program may be selected non-competitively for resident inspector positions within the agency.

SENIOR RESIDENT INSPECTOR DEVELOPMENT PROGRAM

The Senior Resident Inspector Development Program trains qualified individuals in nuclear technology, inspection, and NRC regulatory affairs sufficient to certify them for noncompetitive selection as senior resident inspectors. This program helps NRC maintain a pool of certified candidates for assignment as senior resident inspectors.

The Senior Resident Inspector Development Program is open to current NRC employees as well as men and women outside the agency. Applicants must have the knowledge of scientific principles, theories, and practices equivalent to that gained through a B.S. degree in engineering or science and five years experience. This experience may have been gained through commercial, government, or military nuclear experience.

The Senior Resident Inspector Development Program is typically 12-24 months in duration depending upon the initial qualifications and experience of the participant.

Once the NRC announces a call for nominations, employees interested in participating in this program must apply and then be competitively selected. Upon completion of the program, the employee will be reviewed by an Oversight Panel that will certify participants who have successfully completed all their requirements. Certified graduates of this program may be selected noncompetitively for senior resident inspector positions within the agency. The Resident Inspector Development Programs are managed by the Office of Nuclear Reactor Regulation.

INTERN PROGRAM

The NRC can develop and sponsor intern programs to recruit and train entry-level employees and provide them with a broad exposure to NRC's work and the role of NRC in the regulatory process.

As an entry-level program, participants are recruited primarily from colleges and universities; however, the program is open to both internal and external candidates. Typically, NRC sponsors technical intern programs. Applicants for these programs usually are Bachelor's or Master's degree candidates or recent graduates in the fields of nuclear, mechanical, electrical, environmental, materials, or human engineering; chemistry; reactor physics; molecular or radiation biology; or health physics.

Upon completion of the Intern Program, participants will assume permanent assignments in headquarters or the regions, based upon their academic background, personal career preferences, and the needs of the agency. For more information on the Intern Program, please see Management Directive 10.78. The Intern Program is managed by the Office of Nuclear Reactor Regulation.

SECTION VII

EXECUTIVE/MANAGEMENT/SUPERVISORY DEVELOPMENT COURSES

SECTION VII

EXECUTIVE/MANAGEMENT/ SUPERVISORY DEVELOPMENT

The NRC has a comprehensive executive, management, and supervisory development curriculum that includes a mandatory supervisory development program designed for new supervisors; managerial courses which provide continuing development; a long-term Supervisory Development Program designed for prospective supervisors, and an SES-Candidate Development Program designed for prospective senior executives. In addition to a wide variety of internal courses, the NRC utilizes external training provided by government and private sector sources to develop its executives, managers, and supervisors.

The Executive Director for Operations memorandum, "Continuing Training for Agency Supervisors, Managers, and Executives," signed October 12, 1995, requires all supervisors, managers, and executives (i.e., Section Leaders, Branch Chiefs, Division Directors, Office Directors, Directors, and Deputies) to participate in at least 24 hours of continuing learning activities each year specifically related to management issues as opposed to technical concerns. The range of acceptable management learning activities should be flexible enough to allow for individual differences in how people learn and an individual's learning need. Learning activities related to management can include a formal classroom learning program (for example, attendance at Brookings Institution, OPM Management Development Centers, OPM Federal Executive Institute, college/university managerial courses, etc.); a self-directed learning activity (for example, completing a "self-study course" in the NRC Individualized Learning Center, reading and reporting on a management related book or article, viewing and reporting on a management related TV show or video, participation at a conference or seminar related to management issues, etc.); participation in one of the learning programs held in-house (for example, attendance at an NRC management course offered in the Professional Development Center, participation in an NRC Executive Forum, participation in an NRC Leadership

Seminar, participation in a Manager Roundtable Group; or in other ways of learning about management agreed upon by the individual and his/her supervisor.

The supervisor has responsibility for providing learning activities to his/her employee, and the employee has the responsibility to complete learning activities which will enhance performance. Executives, managers, and supervisors should discuss with their superiors the learning activities to be undertaken and how new ideas gained could further the mission of the agency and promote development of the individual. An appropriate time for discussing specific learning activities for the forthcoming year is during the performance appraisal planning meeting. Appropriate time for discussing the content and relevance of the activity is at the performance evaluation meeting, although other times may also be appropriate.

At the beginning of the appraisal cycle, each supervisor, manager, and executive will plan and schedule with his or her supervisor individual learning activities to be completed during the year. Executives, managers, and supervisors should complete a Learning Activity Record form for each activity they complete. Records of all completed learning activities will be maintained in the NRC Automated Training System.

To support a continuing learning effort, the Office of Personnel will support internal NRC developmental activities consisting of the following:

- **NRC Executive Forum:** Executive Forums consist of a series of half-day presentations and facilitated discussions by leading executives in government, business, legislative, and academic organizations.

- **Videoconference Program:** NRC will subscribe to commercially available videoconferences offering management presentations on current issues of concern to executives. Videoconferences will be made available to all supervisors, managers, and executives. Sessions will be half or full days in

duration and will provide for interactive presentations with executives from both the private and public sectors throughout the U.S. Pre-registration will be required. Video-conference programs will be offered in-house after the videoconferencing equipment is installed in the NRC Professional Development Center.

● **Leadership Seminars:** Consists of special half-day or full-day Leadership Seminar programs which are related to cutting-edge managerial concerns affecting a wide spectrum of managers in the agency.

● **Manager Roundtable Groups:** Roundtables consisting of executives, managers, and supervisors will be formed to discuss, with a training facilitator, current management concerns related specifically to NRC work issues.

● **Supervisory and Managerial Skill-Building Series:** A series of half-day skill-building learning programs will be offered on a regular and continuing basis designed specifically for managers and supervisors. Each program is designed to supplement and reinforce more traditional classroom courses to help participants develop skills in specific areas related to supervising people. Managers and supervisors may register for any number of modules during the year.

● **Mandatory Supervisory Training:** New supervisors are required to complete a series of seven courses related to basic supervisory principles, personnel, EEO, sexual harassment prevention, and a drug-free workplace.

● **Other Continuing Learning Activities:** The NRC will provide a great variety of in-house courses and learning programs through the Professional Development Center, the Individualized Learning Center, and the NRC Library. In addition, the agency will support external programs offered through colleges and universities, other government agencies, private training organizations and programs offered by professional associations.

EXECUTIVE DEVELOPMENT

A number of Federal and non-government educational institutions provide a variety of executive-level courses which NRC senior executives attend. Among these are the Federal Executive Institute (OPM), Brookings Institution, and Harvard University. These courses contribute to the growth of conceptual skills by exposing the executive to a spectrum of analytical perspectives on public policy issues.

SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM

This program will not be offered in FY 1997.

MANAGERIAL AND SUPERVISORY DEVELOPMENT PROGRAM

The NRC Supervisory and Managerial Development Curriculum includes several unique features designed to improve individual employee performance as well as overall organization performance. The curriculum consists of a systematic approach to developing managerial personnel and is based upon current and long-term human resources needs of the agency. In order to ensure that all supervisors and managers avail themselves of appropriate learning activities, certain courses have been made mandatory for all newly appointed supervisors and managers within NRC. The curriculum has been designed using a systematic structure consisting of three developmental levels.

LEVEL I—MANDATORY BASIC SUPERVISORY CORE COURSES

This level consists of a series of seven core supervisory courses:

- (1) Supervising Human Resources
- (2) Management Workshop
- (3) Personnel Management Practices
- (4) Performance Appraisal Workshop

- (5) EEO for Managers and Supervisors
- (6) Drug-Free Workplace for Supervisors
- (7) Sexual Harassment Prevention

These courses focus on the basic principles and practices of effective supervision in NRC. The content and approach are designed to create awareness and build knowledge about one's own managerial approach and how to meet the needs of subordinates, the expectations of the individual manager and of the organization. Level I courses are concerned with the theory and practice of motivation, communications, role definition, personnel practices, performance appraisal, management style, equal employment opportunity, and other subjects. Because of the nature of their design, these courses are open only to employees who are currently supervisors in NRC. Supervisors must complete Level I within 12 months of appointment.

LEVEL II—MANAGERIAL SKILL BUILDING COURSES

This level consists of courses and workshops directed toward the application of techniques for improving supervisory performance and overall organizational effectiveness. These courses are designed to further an understanding of the balance between managing both NRC's human and material resources. The learning activities emphasize enhancing knowledge and skill in supervisory communication, decision making, problem solving, and management of material resources. Most of these courses are open to employees who are not currently in a supervisory position. Individual course descriptions specify the intended audience.

In order to encourage continuing managerial development, supervisors/managers must complete at least two Level II courses within the first 24 months of appointment. A course in "Acquisition for Supervisors and Managers of Project Officers" or "Acquisition for Project Managers" is required in addition to one other managerial course. Depending upon the learning need of the individual supervisor/manager, this

requirement may be completed before the Level I courses are completed.

LEVEL III—PUBLIC ADMINISTRATION COURSES

Level III courses provide an understanding of concepts necessary to strengthen the capability of supervisors to manage in the public sector. Areas of emphasis include integrating the supervisor's job with regulatory processes and helping participants better understand the role of public administrator. Level III courses are not mandatory, but are included in the program to emphasize the desirability to continue management development beyond the basic minimum level. Supervisors may begin taking Level III courses any time and complete those courses they find particularly useful in meeting their individual developmental needs.

The NRC presents two courses, "The Regulatory Process" and "NRC and Its Environment," which cover Level III objectives. There are many additional courses given by non-NRC organizations such as OPM's Management Development Centers and local colleges and universities that also fulfill Level III objectives.

For additional information about the Supervisory and Managerial Development curriculum, call August K. Spector, OP/ODT, on (301) 415-7080 or E-Mail: AKS.

SUPERVISORY DEVELOPMENT PROGRAM

This program will not be offered in 1997.

NRC AND ITS ENVIRONMENT SEMINAR

The NRC provides a 3-day seminar entitled **NRC and Its Environment** for supervisors, managers, executives, high-level staff assistants, and NRC employees in agency-sponsored development programs. Participants of the seminar are provided with an appreciation of major organizations external to the NRC that affect the way the NRC conducts its business.

Such organizations include the Congress, other Federal agencies, the courts, the media, and special interest groups. Where possible, the operations of external organizations are discussed to indicate their impact upon NRC's policies, programs, priorities, and goals.

This seminar is given on Capitol Hill, in the Rayburn House Office Building, Room B-369, Washington, DC, by the Government Affairs Institute, the Brookings Institution, 1775 Massachusetts Avenue, N.W., Washington, DC 20036.

To attend the seminar, applicants must submit a completed NRC Form 368, "Training Request," to Lillian van Santen, MS T3 D45. Completion of this seminar counts toward the 24-hour required annual learning activity for managers and supervisors.

For more information about this seminar, contact Lillian van Santen, OP/ODT, telephone number (301) 415-7099 or e-mail LWV.

WOMEN'S EXECUTIVE LEADERSHIP PROGRAM

The Women's Executive Leadership (WEL) Program is a developmental program that provides supervisory/managerial training and development opportunities for high-potential Federal employees, preparing them for future opportunities as supervisors and managers.

Designed for women and men in non-supervisory positions, or new supervisors with less than one year's experience, at the GG-11/12 level, the WEL Program is tailored to the participant's own developmental needs, focusing on those competencies and effectiveness characteristics needed to be a successful supervisor or manager.

Under the direction of the Graduate School, USDA, the WEL Program is to be completed in 12 months. For further information on this program, call Lillian van Santen on (301) 415-7099.

SECTION VIII

PROGRAMS FOR SECRETARIAL/CLERICAL/ ADMINISTRATIVE ASSISTANT EMPLOYEES

SECTION VIII PROGRAMS FOR SECRETARIAL/CLERICAL/ ADMINISTRATIVE ASSISTANT EMPLOYEES

The NRC provides three developmental programs to help employees expand their spectrum of learning opportunities. While employee job satisfaction is an underlying factor in these programs, the main purpose of the programs is to enhance and develop the knowledge and skills of participants to meet the NRC's organizational needs.

These programs are open to all employees who meet the established eligibility criteria for each of the programs. Program participants must understand that these programs are developmental in nature and provide no guarantee of promotion or other upward mobility action.

These programs are managed by Lillian van Santen, OP/ODT. Her telephone number is (301) 415-7099 or E-mail LWV.

Each of the three programs is identified and described below:

CERTIFIED PROFESSIONAL SECRETARY

The Certified Professional Secretary Program helps secretaries obtain training and education in areas somewhat outside the very narrowest confines of secretarial duties. Based upon professional requirements established by Professional Secretaries International, this program supports training in the areas that secretaries must demonstrate competency to become a certified professional secretary. These competency areas are: behavioral science in business, business law, economics and management, accounting, office administration and communication, and office technology.

NRC's program is designed to assist those individuals who wish to prepare for the two-day CPS examination. The NRC does not pay the

examination fee, but does pay for courses in the six examination areas.

- **BEHAVIORAL SCIENCE IN BUSINESS** tests the principles of human relations and organizational dynamics in the work place. It focuses on needs, motivation, nature of conflict, problem-solving techniques, essentials of supervision and communication, leadership styles, and an understanding of the informal organization.
- **BUSINESS LAW** measures the secretary's (a) knowledge of the principles of business law and (b) knowledge of the effect of governmental controls on business. Understanding of the historical setting in which these controls developed is emphasized in preference to names and dates.
- **ECONOMICS AND MANAGEMENT** consists of 35% economics and 65% management. Emphasis is placed on understanding the basic concepts underlying business operations. Included are key economic and management principles, as well as the latest governmental regulations in business.
- **ACCOUNTING** measures (a) knowledge of the elements of the accounting cycle; (b) ability to analyze financial statement accounts; (c) ability to perform arithmetical operations associated with accounting and computing interest and discounts; and (d) ability to summarize and interpret financial data.
- **OFFICE ADMINISTRATION AND COMMUNICATION** measures proficiency in subject matters unique to the secretary's position: (50% office administration) executive travel, office management, records management, and reprographics; and (50% written business communication) editing,

abstracting, and preparing communications in final format.

- **OFFICE TECHNOLOGY** covers the secretary's responsibilities created by data processing, communications media, advances in office management, technological applications, and records management technology.

The Certified Professional Secretary Program is open to NRC secretaries GG-3 and above who meet the following criteria:

- High school graduate
- Full- or part-time permanent NRC employee
- Continuous 1-year employment with NRC
- Fully successful performance appraisal

Participants of the Certified Professional Secretary Program must understand that this is a noncompetitive program that is developmental in nature and, therefore, provides no guarantee of promotion or other upward mobility action upon completion.

ADMINISTRATIVE SKILLS ENHANCEMENT

The Administrative Skills Enhancement Program helps secretaries and administrative assistants obtain training and education in a specific administrative area to help further the employee's career goals as well as help meet NRC's future administrative needs. Employees who wish to participate in this program must identify a specific administrative area in which they desire to pursue a career. The following are examples of administrative areas that employees may pursue: accounting, budget and finance, contracts and procurement, paralegal, and personnel.

The Administrative Skills Enhancement Program is open to NRC secretaries and administrative assistants GG 5 through 12 who meet the following criteria:

- High-school graduate
- Full or part-time permanent NRC employee
- Continuous 1-year employment with NRC
- Fully successful performance appraisal

Participants of the Administrative Skills Enhancement Program must understand that this is a noncompetitive program that is developmental in nature and, therefore, provides no guarantee of promotion or other upward mobility action upon completion.

Employees applying for this program should submit to their supervisor a proposed IDP and a memorandum outlining how their participation in the program will benefit both the NRC and the employee.

After reviewing this information, supervisors, wishing to support employees for this program must send a memorandum to the Office of Personnel nominating the NRC employee, along with a copy of the approved IDP. Supervisors will establish a beginning date and realistic ending date (no more than four years' duration for the entire program).

COMPUTER SCIENCE DEVELOPMENT

The Computer Science Development Program helps secretaries and administrative assistants obtain training and education in a computer area to help further the employee's career goals as well as help meet NRC's future computer needs. Employees who wish to participate in this program must identify a specific computer area in which they desire to pursue a career, such as telecommunications or computer programming.

The Computer Science Development Program is open to NRC secretaries and administrative assistants GG 5 through 12 who meet the following criteria:

- High school graduate
- Full- or part-time permanent NRC employee

- Continuous 1-year employment with NRC
- Fully successful performance appraisal

Participants of the Computer Science Development Program must understand that this is a noncompetitive program that is developmental in nature and, therefore, provides no guarantee of promotion or other upward mobility action upon completion.

Employees applying for this program should submit to their supervisor a proposed IDP and

memorandum outlining how their participation in the program will benefit both the NRC and the employee.

After reviewing this information, supervisors, wishing to support employees for this program must send a memorandum to the Office of Personnel nominating the NRC employee, along with a copy of the approved IDP. Supervisors will establish a beginning date and realistic ending date (no more than four years' duration for the entire program).

SECTION IX

ORGANIZATIONAL AND INDIVIDUAL DEVELOPMENT PROGRAMS

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ORGANIZATIONAL DEVELOPMENT

Organizational Development (OD) services provide consultation to managers to help them and their staff better deal with work-related issues. At the operational level (Division, Branch, and Section), these services include process facilitation, team building, leadership transition planning, strategic planning, and conflict resolution. In addition, organizational development consultation services are available for organization diagnosis, systems design, data analysis, process re-engineering, and Total Quality Management (TQM).

One of the major differences between training and OD interventions is that OD focuses on the real-time work of the clients. Rather than simulations and case studies, OD operates with work relationships that are in progress.

Staff team building is a service to assist the manager in assessing the effectiveness of the work team. The assessment considers the team's mission, goals, roles, and general interaction. Facilitated sessions are then designed to address the needs identified by the assessment. Assessment tools often used in the sessions are the Myers Briggs Type Indicator, the Thomas-Kilmann Conflict Mode Indicator, and the Teleometrics International Diagnosis Instruments.

Leadership transition planning is offered to incoming managers and supervisors to reduce the organizational disruption and downtime which occurs with most changes of leadership and structure. Specific assistance is usually in the form of a short transition process activity preceded by data gathering and feedback to the manager. Benefits of a planned transition are reduction of anxiety and confusion, clarification of roles and responsibilities, establishment of goals and priorities, enhancement of teamwork

and communication, and enhancement of the success of the new leader.

Any manager interested in taking advantage of these services should call August Spector, OP/ODT, on (301) 415-7080 or E-Mail : EBM.

CAREER COUNSELING AVAILABLE AT NRC HEADQUARTERS

The NRC career counseling program provides employees an opportunity to explore career-related issues in a confidential manner. Available to all NRC Headquarters employees, the counseling is conducted in a private conference room located in the Professional Development Center at Two White Flint North. In four 50-minute sessions, employees are given assistance in identifying and dealing with personal strengths and weaknesses. The counseling covers a wide range of subjects including:

- how to make effective career decisions
- ways to set short-term and long-range goals
- means of career advancement
- methods of investigating new work options
- ways to develop new skills
- strategies for making a career or job exchange
- how to deal with conflicts about career planning
- how to develop an individual development plan
- retirement career issues

To register, obtain permission from your supervisor and E-mail your request to Barbara A. Mack (BAM).

MENTORING PROGRAM

NRC's Mentoring Program provides NRC employees an opportunity to discuss their career goals and aspirations with experienced NRC employees who volunteer to serve as mentors on a one-to-one basis. The Mentoring Program objectives are :

- Improvement of staff members' productivity and potential for advancement through enhancement of their job skills and abilities;
- Support for the upward mobility and rotational assignment process by providing employees with guidance and information that will assist them in career development;
- Improvement of staff morale by providing satisfying career development experiences through participation in the program; and
- Meeting affirmative action objectives and equal employment opportunity goals by enhancing advancement and career potential for women and minorities.

For more information on becoming a mentor or a mentee (both of which are voluntary), please contact Barbara Williams on 301-415-7388.

UPWARD MOBILITY PROGRAM

The Upward Mobility Program provides employees at lower grade levels with developmental opportunities that will eventually qualify the participants for technical and administrative positions within the agency. This program is open to current NRC employees who hold permanent appointments at or below the GG 9 level and have completed any probationary period.

Once an office or region has decided to sponsor an Upward Mobility position, applications are solicited through the NRC Vacancy Announcement system. Applicants will be rated and selected for Upward Mobility positions under NRC merit qualification and rating procedures. Due to the developmental nature of this program, rating factors for these positions address employee potential. Some indicators of potential are: career progression, interest in the regulatory process, interpersonal effectiveness dealing with all levels of employees, and efforts at self-development through internal and external training or education.

Should an employee accept a downgrade to participate in this program, the employee's salary will be retained.

This program is typically 12 to 24 months in duration, depending on the initial qualifications and experience of the participant. Participants who attend NRC-sponsored external training and educational programs to develop the skills, knowledge, and abilities needed to perform the Upward Mobility position, are required to sign a continued service agreement. Payback of the continued service obligation shall begin on the first workday after employees complete their program.

Upon completion of the program, employees will be considered fully qualified for the position they occupy. Placement of participants who do not complete the program will be handled on a case-by-case basis. For example, the employee may be returned to a position similar to the one held before entering the program, voluntarily accept a reassignment at a lower grade level, or be allowed to remain in the position if the position has no greater promotion potential.

For information about this program, please contact Sherry Dunn, OP, 301-415-3830.

SECTION X

INTERAGENCY TRAINING PROVIDERS

SECTION X INTERAGENCY TRAINING PROVIDERS

OFFICE OF PERSONNEL MANAGEMENT

The following Office of Personnel Management organizations provide managerial and executive development training:

Federal Executive Institute (FEI)

U.S. Office of Personnel Management
The Federal Executive Institute
1301 Emmet Street
Charlottesville, VA 22903-4899
Phone: (804) 980-6200
Fax: (804) 979-3387

Management Development Centers (MDCs)

U.S. Office of Personnel Management
Eastern Management Development Center
P. O. Box 1579
Lancaster, PA 17608-1579
Phone: (717) 399-0112
Fax: (717) 399-0115

U.S. Office of Personnel Management
Western Management Development Center
3151 South Vaughn Way, Suite 300
Aurora, CO 80014
Phone: (303) 671-1010
Fax: (303) 671-1018

GENERAL SERVICES ADMINISTRATION (GSA) (703) 603-3216

The GSA Training Center is located at: 1213 Jefferson Davis Highway, Crystal Gateway 4, Suite 900, Arlington, VA 22202, provides quality training programs to help Federal employees gain and strengthen work-related skills. GSA has a wealth of knowledge in information resources management, procurement and supply management, real and personal property management, and travel and transportation management. The GSA courses provide not only policy changes in these program

areas but also the reasons behind the changes. The training also provides alternative operating techniques to enhance employee knowledge and skills needed to run government programs more cost-effectively. Nominations for courses must be received by GSA three weeks before the first day of class. Cancellations must be received by GSA two weeks before first day of class. If GSA offers the same course as is offered by the NRC, the course must be taken in-house.

THE GRADUATE SCHOOL U.S. DEPARTMENT OF AGRICULTURE (202) 447-4419

The Graduate School, USDA, is located at 600 Maryland Avenue, S.W., in Washington, D.C. The school offers a wide range of courses. It is a nonprofit organization and receives no appropriated funds. Its principal source of support comes from tuition fees for the education and training services it renders.

The name "Graduate School, USDA" was chosen in 1921, when the school was established. The school serves adults who have "graduated" from full-time schooling and who want to continue to learn throughout life. The objective of the Graduate School, USDA, is to provide a dynamic continuing education program and thus help:

- individuals to improve job performance, further their careers, and enrich their lives;
- organizations to increase their efficiency, effectiveness, and productivity.

Since 1995, the school has performed many of the training functions formerly conducted by the Office of Personnel Management, providing the opportunity for a nationwide training delivery network.

The Graduate School, USDA, provides day, evening and weekend programs in Auditing, Applied Management, Computer Sciences, Procurement and Property Management, Communication Skills, Correspondence Courses, and International Programs.



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