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Summary of Changes for Chapter 7

Note that changes are cumulative. Numbering of a section may be modified by a change made subsequently.

1. Overall ELM Revisions

The entire ELM is reformatted, with changes in typographical treatment where necessary, for ease of use for printing and online viewing. Addresses are reformatted to reflect machine readability standards.

Addresses and telephone numbers are updated in the text, and Appendix C, Addresses, previously added by PB 21809, 2/20/92, is deleted.

Form titles in the text and in Appendix B, Form Titles, were updated when the ELM was issued online in 1996. Any subsequent updating is noted in the revisions specific to this segment noted below. (PB 21929, 9/26/96)

Chapter 7 is among the parts of the ELM that are edited in their entirety. Language is changed in some instances to promote clearer, fuller understanding. Some heading and exhibit titles are modified to improve readability. Changes are made to correct grammatical, printing, and reference errors; to eliminate sexist language; to meet the technical requirements of the electronic publication system; and to preserve consistency of style. These changes are not listed in this summary except where they are deemed necessary for clarification.

2. Revisions Specific to This Segment

Position titles and organizational structure are updated.

Substantive changes are marked with vertical bars in the margins or printed in bold type in tables and certain exhibits.

711 Training and Development Definition, General Policy, Goals, Objectives, and Categories is revised to delete "Definitions" from the title. The former **711.1 Definitions** is deleted, as it was outdated and unnecessary. The remainder of 711 is renumbered accordingly.

711.3 Purpose and Goals is revised to delete paragraph *g.* as redundant.

711.421 Description (under **Self-Development Training**) is revised to be parallel with other descriptions of training categories and is reorganized for clarity.

711.422e (formerly **711.522e** under **Conditions**) is revised to explain that management approval of the employee's participation in self-development training is required only if Postal Service resources (e.g., funds, facilities, training materials, programs, equipment, etc.) will be used. Management approval is not required when employees participate in self-development opportunities at their own initiative, on their own time, and at their own expense. (PB 21799, 10/3/91)

711.423 Job Relatedness (under **Self-Development Training**) is revised for clarity.

711.424 Examples (under **Self-Development Training**) is revised to delete the reference to a Postmasters Course that is obsolete.

712.22 Scheduling (formerly **Conformance**) is a title change to reflect more accurately the substance of this section.

712.3 FLSA Responsibilities is revised to delete this heading. The term "Responsibilities" is added to the heading of the subsequent sections, which are renumbered as **712.24 Management Responsibilities** and **712.25 Employee Responsibilities**.

713.2 Selection Considerations is revised to change paragraph *i.* from "Affirmative action goals" to "Affirmative action commitments."

714.221 Headquarters (under **Delivery Sources**) is revised to reflect the fact that the Field Programs Training Branch no longer exists. The new language sets out the broad framework for the delivery of training by the Headquarters employee development function. These changes supersede those made by PB 21799, 10/3/91.

714.226 Postal Satellite Training Network is added to describe the new Postal Satellite Training Network. (PB 21799, 10/3/91)

715.1 Explanation (under **Training Systems**) is revised to include references to sources for individual course information.

715.2 Postal Orientation is revised to include Orientation for New Employees (ONE) as the primary course for new employees. It replaces Tier 1 of New Employee Training, which is obsolete. The reference to Handbook EL-701-B, *New Employee Training for Maintenance Employees*, which was obsoleted in 1994, is deleted. These changes supersede those made by PB 21799, 10/3/91.

715.3 Craft Skills Training (formerly **Craft Training**) is retitled and revised to reflect changes in training systems and terminology. "Tier 2, Tier 3 and Tier 4 of New Employee Training," previously described under **715.31 Basics**, **715.32 Skills Building**, and **715.33 Career Basics**, are obsolete and these sections are deleted. The reference to Handbook EL-701-B, *New Employee Training for Maintenance Employees*, which was obsoleted in 1994, is deleted.

715.43 Delivery (under **Technical Maintenance Training**) is amended to clarify the authorization process for vendor training under paragraph *d.*

715.51 General (under **Management and Professional Training**) is revised to reflect current management and professional training policies. References to the obsolete curriculum are deleted. These changes supersede those made by PB 21799, 10/3/91.

715.52 Curriculum Guides and Enrollment (under **Management and Professional Training**) is revised to reflect current enrollment methods and available sources of curriculum information.

716.123 Trip Destination is revised to conform with a revision of Handbook F-10, *Travel*, 232 (announced in *Postal Bulletin* 21790, 5-30-91) limiting intermediate travel destination to permanent duty station or home of residence. (PB 21799, 10/3/91)

718 Contract and Noncareer Personnel Participation in Nonpostal Training is added to provide nonpostal training for contract and other nonpostal personnel. (PB 21799, 10/3/91)

721.1 Headquarters (under **Organizational Responsibilities and Functions**) is revised to reflect organizational changes and consolidate under the vice president of Human Resources the general statement of responsibilities of the former Training and Development Department. The former **721.2 Training and Development Department** and its subsections are deleted. The various structured development programs previously described in 721.242 through 721.247 are superseded by more current management training initiatives explained in the program literature. These changes supersede those made by PB 21799, 10/3/98.

721.2 Areas (formerly **721.3** under **Organizational Responsibilities and Functions**) is renumbered and retitled to reflect current organization structure.

721.3 Districts (formerly **721.4** under **Organizational Responsibilities and Functions**) is renumbered and retitled to reflect current organization structure.

722.22 PEDC Reporting Relationship (under **PEDC Network Operating Procedures**) is revised to reflect the current organization structure and reporting relationships. The former **722.221** and **722.222** are deleted.

722.24 Reviews is revised to indicate that the composition of district review teams is determined by the Human Resources manager.

731 Nomination and Registration is revised to reflect current practices.

732.12 Form 2548, Individual Training Record, is revised to provide that local training records are to be maintained in a central location. (PB 21758, 3/8/90; PB 21799, 10/3/91)

732.15 Form 180, Certificate of Training, added by PB 21799, 10/3/91, is revised to reflect current practice for issuing certificates.

732.2 Training Tracking System (formerly **Training Activities Reporting System**) is retitled and revised to refer to current tracking systems.

741.22b (under **Other Related Expenses**) is revised to clarify and expand Postal Service policy by which employees are eligible for educational assistance leading to academic degrees. (PB 21799, 10/3/91)

742.3 Distribution of Copies is revised to require that a copy of Form 1782 be sent or delivered to the training sponsor if the sponsor requires advance payment. (PB 21822, 8/20/92)

742.414 Advance Payments is revised to change the procedures for preparing, approving, and processing Form 1782 when the training sponsor requires payment in advance of the nonpostal training. Under the new

procedures: (a) the training sponsor must receive a copy of the Form 1782 and prepare an invoice billing the Postal Service for the training; (b) the postal official who approved the training must certify the invoice and send it with the original Form 1782 to the Postal Data Center (PDC) for payment; and (c) the PDC must issue a remittance advice and check to the training sponsor. All of these steps must be completed before the training begins. (PB 21822, 8/20/92)

753.11 Voluntary (under **Individual Memberships**) is revised to authorize the use of Postal Service funds for the payment of voluntary individual memberships, dues, and/or fees in professional associations under certain restricted conditions. (PB 21811, 3/19/92)

753.12 Required (under **Individual Memberships**) is revised to authorize Postal Service reimbursement of employees' costs of maintaining required licenses, certifications, and/or memberships in professional associations at the discretion of the appropriate officer. (PB 21799, 10/3/91)

7 Training and Development

710 Overview

711 Policy, Goals, Objectives, and Categories

711.1 General Policy

711.11 Strategy

The people employed by the Postal Service are its major asset, and the training and development of these human resources is a key investment strategy for individual and organizational success. The Postal Service provides systems and resources to meet the training and development needs of its employees, to fulfill organizational skill requirements, and to provide individuals with career growth opportunities. Broadly stated, it is Postal Service policy to provide employees with training and development opportunities consistent with operational requirements, occupational categories, and skill requirements.

711.12 Methods

Employees are provided with both formal and informal learning experiences that contribute to individual growth and improved performance in current or future jobs. Formal training and development systems are organized to achieve the knowledge, skill, and attitude learning objectives of employees and certain specifically-designated applicants for employment. Job and other life experiences provide informal learning.

711.13 Responsibility

Responsibility for the training and development of postal employees is shared by the individual employee, his or her supervisor or manager, and the organization.

711.2 Purpose and Goals

The purpose of training and development is to organize the learning process; expedite the acquisition of knowledge, skills, and attitudes required for effective job performance; and provide employees with career growth opportunities consistent with corporate goals, objectives, and strategies. Training and employee development programs are designed to be effective,

efficient, and timely, using sources, methods, and strategies consistent with the following goals:

- a. Ensure availability of human resources to meet present and future organizational needs.
- b. Ensure linkage with corporate goals and business strategies.
- c. Provide learning experiences that are responsive to the training and development needs of postal employees.
- d. Support the Postal Service policy of promoting from within.
- e. Make instruction timely using the most cost-effective methods.
- f. Reduce instructional time without cutting student achievement.

711.3 **Objectives**

Training and development activities are planned on the basis of need and demand to meet one or more of the following objectives:

- a. Enable employees to upgrade or maintain proficiency in their current jobs.
- b. Enable employees to learn new postal systems, procedures, or technologies.
- c. Enable managers, staff personnel, technical specialists, and others to keep abreast of new ideas, techniques, and concepts having potential application to postal operations or within a professional occupation.
- d. Enable employees to acquire job-related knowledge, skills, and attitudes after selection for, or assignment to, a specific position or duty.
- e. Enable employees to develop knowledge, skills, and attitudes as part of a succession planning system.
- f. Enable employees to obtain and/or enhance knowledge, skills, and attitudes unrelated to their present duties in order to attain self-determined goals or career objectives.

711.4 **Categories of Training and Development**

Training and development programs and learning experiences fall under three basic categories, i.e., Job Training, Self-Development Training, and Job Experiences.

711.41 **Job Training**

711.411 **Description**

Job Training is that which is required by management to qualify an employee for presently assigned duties, to improve an employee's performance of assigned duties, or to prepare an employee for a future assignment subject to selection procedures. Job Training is always compensable for Fair Labor Standards Act (FLSA) nonexempt employees. Salaried exempt employees continue to receive their salary while attending Job Training.

711.412 **Conditions**

To be categorized as Job Training, all of the following conditions apply:

- a. Management requires attendance at the training.
- b. The training is directly related to the performance of the employee's current job or specific future assignment subject to satisfactory completion of the training and/or a job examination.
- c. Refusal to attend the training, or less than satisfactory performance in the training, may jeopardize the employee's present position or make the employee ineligible for qualification or promotion to a specific position or duty.

711.413 **Examples**

Specific examples of Job Training are:

- a. Postal orientation for a new employee.
- b. A Postal Employee Development Center (PEDC) course in electricity, mechanics, or basic electronics for a mechanic, MPE.
- c. A driver training program for a motor vehicle operator.
- d. A PEDC financial transaction course for a window clerk.
- e. A PEDC or a National Center for Employee Development digital electronics course for an electronics technician.
- f. A window clerk training program for a distribution clerk who is the senior bidder for a window clerk position.
- g. A postmaster course taken in preparation for a specific officer-in-charge (OIC) assignment.
- h. Scheme training for an employee in the deferment period established by Article 37, Section 3.F.3, of the USPS-APWU/NALC National Agreement when the employee qualifies for and accepts the preferred assignment.

711.42 **Self-Development Training**

711.421 **Description**

Self-Development Training is that which is taken in order to attain self-determined goals or career objectives but is not directly related to the employee's current job. This training is noncompensable for FLSA-nonexempt employees and must be approved by management in advance if postal resources are to be used. Such approval should take into account the provisions of 713.1 and 713.2.

711.422 **Conditions**

In Self-Development Training, all of the following conditions apply:

- a. The employee's request to participate in the training is voluntary.
- b. Participation in the training is outside the employee's regular working hours.
- c. The training is not directly related to the employee's job or to a definite future assignment subject to satisfactory completion of training and/or job examination.

- d. The employee does not perform any productive work during the training.
- e. Management approves the employee's participation in the training if the training involves the use of postal resources.

711.423 **Job Related**

Requests for Self-Development Training must be assessed on an individual basis to determine job-relatedness. If the subject matter of a training program is directly related to an FLSA nonexempt employee's current job or definite future assignment subject to selection requirements, the time spent by the employee in training is considered "Job Training" subject to the provisions of 711.51 and compensable under FLSA.

711.424 **Examples**

Specific examples of Self-Development Training are:

- a. A PEDC course in basic mathematics for a secretary.
- b. A PEDC course in writing skills for a MPLSM operator.
- c. A PEDC course in accounting for a mail handler.
- d. A local college or university course in engineering for a letter carrier.
- e. A local college or university course in sales management for a mail processing supervisor.

711.43 **Job Experiences**

711.431 **General**

Job Experiences can contribute significantly to maintaining, improving, or developing knowledge, skills, and attitudes.

711.432 **Within Current Job Assignment**

Learning experiences can be incorporated within the employee's current assignment to increase and/or enhance knowledge, skills, and attitudes. Examples include the following:

- a. Task force assignments.
- b. Committee assignments.
- c. Special projects.
- d. Assignments of additional responsibilities or new duties.
- e. Tutoring by a technical expert.
- f. Special work assignments that focus attention on improving supervisory, managerial, or technical behaviors.

711.433 **Outside Current Job Assignment**

Assignments to work and/or to positions outside the current job and job location on a temporary basis are productive means that serve both organizational and employee development needs. From the employee's perspective, such assignments provide opportunities to learn new and different skills and abilities. From the organization's perspective, such assignments can provide efficient means of drawing on particular technical or

managerial expertise to accomplish work for the organization. Examples include the following:

- a. Assignment to a leadership or staff role on a special task force or project.
- b. Temporary assignment to another position within or outside the organization, at the same level, lower level, or higher level. (See 350 for more specific information about temporary assignments.)

712 **Training Compensation Guidelines**

712.1 **General**

The determination as to whether time spent in training is compensable depends on the FLSA status of the employee (exempt or nonexempt), the category of training (Job or Self-Development), and when the training takes place (on or off the clock). Only FLSA nonexempt employees are covered by the compensable training time policies. The application of these concepts is explained in 438.

712.2 **FLSA Considerations**

712.21 **Coverage**

Compensable training time includes time spent in actual training and all related study, practice, and laboratory time suffered or permitted by management.

712.22 **Scheduling**

Unless otherwise specified, all training programs delivered to FLSA nonexempt employees are designed and scheduled to conform to a training day of no more than 8 hours and a training week of no more than 5 consecutive workdays.

712.23 **Disclaimer**

Nothing herein is intended to make any training compensable that is not otherwise required to be compensable pursuant to FLSA.

712.24 **Management Responsibilities**

Management must inform each employee of all factors relevant to the training program being taken, such as allotted time, nonavailability of supplemental training time, and the prohibition on removing training materials from postal premises.

712.25 **Employee Responsibilities**

Each employee must follow the applicable rules and guidelines of any training or employee development program.

713 Selection**713.1 Equal Opportunity Policies**

The selection of employees to participate in training must not be discriminatory based on race, color, religion, sex, age, national origin, physical or mental handicap, or any other nonmeritorious factor. If the training is to be considered in a subsequent personnel action, all eligible employees must be considered for the training.

713.2 Selection Considerations

Except as otherwise specified in the collective-bargaining agreements, the following factors must be considered in selecting individuals for training:

- a. The degree to which an employee's improved performance will benefit the Postal Service by helping to achieve immediate organizational needs.
- b. The relative degree of an employee's need for training.
- c. The extent to which an employee's performance is likely to be improved by training.
- d. The degree to which the Postal Service will ultimately benefit from an employee's improved performance.
- e. The results of previous training completed by an employee.
- f. An employee's own interest in and efforts to improve work performance.
- g. The potential of an employee for advancement to positions in which the training can be used beneficially.
- h. The ability of an employee to pass the training on to others upon return to the job, if appropriate.
- i. Affirmative action commitments.

713.3 Assignment After Training

Unless specifically stated in current directives, successful completion of a training or development program does not guarantee promotion or selection to a given vacancy. There are many learning experiences that are considered beneficial to the individual and to the organization but which do not necessarily lead to advancement. An employee's success in completing a training or development program does not always mean the employee will obtain a promotion; it may mean that the employee has acquired new or improved behaviors for improving performance on the same job.

714 **Training Delivery**

714.1 **General**

714.11 **Types of Training Delivery**

The types of training delivery are:

- a. *Postal Training.* Training conducted by (1) Postal Service sources or (2) nonpostal sources under contract with the Postal Service.
- b. *Nonpostal Training.* Training conducted by nonpostal sources under a tuition or registration fee arrangement funded in whole or in part by the Postal Service.
- c. *Other Training.* Training conducted by nonpostal sources without any involvement or funding by the Postal Service. This training, described in 438.213, covers those employees who, on their own initiative, attend an independent school, college, or trade school during nonduty hours.

714.12 **Choices of Training Source**

714.121 **Considerations**

Most employee training is accomplished in house by postal sources. Managers may choose to use a nonpostal training source only if such a source is justified after considering the need, cost, benefit, and training available through postal sources.

714.122 **Justification**

To ensure compliance of training by contract or outside vendors, the approving official should obtain signed and documented justification showing concurrence by the local Human Resources manager or designee before signing Form 1782, *Training Request and Authorization*.

714.2 **Postal Training Delivery**

714.21 **Delivery Modes**

Postal training is conducted locally and/or off site at a resident or other facility. Delivery modes for nonpostal training include but are not limited to web-based delivery and other online provisions, computer-based interactive delivery, satellite transmission, and classroom delivery.

714.22 **Delivery Sources**

714.221 **Headquarters**

Headquarters Employee Development (ED) develops and maintains national training programs and provides delivery through various media and sources at various locations. Available technologies are used to enhance delivery options. Specific information on training delivery sources is provided on the Postal Service IntraNet, on the Automated Enrollment System (AES), and with specific program literature.

714.222 Areas, Districts, and Plants

Areas, districts, and plants may administer local training and other training as authorized in 721.2 and 721.3.

714.223 National Center for Employee Development

The National Center for Employee Development administers national postal technical maintenance programs and programs for bargaining unit employees.

714.224 William F. Bolger Center for Leadership Development

The William F. Bolger Center for Leadership Development (the Bolger Center) administers national postal management and professional programs.

714.225 Inspection Service Career Development Branch

The Inspection Service Career Development Branch administers programs for postal inspectors and postal police officers.

714.226 Postal Satellite Training Network

Training programs developed for delivery by satellite are administered by the appropriate training organization and delivered through the Postal Satellite Training Network (PSTN).

714.3 Nonpostal Training Delivery

Nonpostal training delivery sources are other government agencies; colleges, universities, and vocational schools; and other nonpostal organizations and vendors. The normal delivery mode for nonpostal training is off site at a nonpostal facility. (See 740.)

715 Postal Training Systems**715.1 Explanation**

Postal Service training systems are designed for specific postal employee categories (craft, technical, professional, supervisory, managerial, and executive employees). Individual courses within these training systems are described in Employee Development web pages, in the AES, and within individual program literature.

715.2 Postal Orientation

Orientation for New Employees is required for newly hired career employees at all levels on their first day of official duty. Handbook EL-701-A, *New Employee Training for Nonmaintenance Employees*, provides detailed policies and procedures for postal orientation training, which is administered through the PEDCs.

715.3 Craft Skills Training

Craft skills training is required for (a) newly appointed career craft employees, (b) current career employees transferred to a different craft, and (c) craft employees given new duties within the scope of their assignments at the direction of management. Craft skills training is normally provided before an

employee is required to perform duties under routine supervision. Handbook EL-701-A provides detailed policies and procedures for craft skills training programs, which are administered through the PEDCs.

715.4 **Technical Maintenance Training**

715.41 **General**

Technical maintenance skills training is required for employees assigned to, or selected for, specific maintenance positions and duties. Such training is normally provided before an employee assumes new job responsibilities.

715.42 **Subjects**

The total technical maintenance curriculum covers both fundamental and specialized knowledge and skills related to the maintenance of Postal Service buildings, equipment, and systems.

715.43 **Delivery**

Delivery depends on the type of training:

- a. Maintenance courses offering basic, introductory, or stand-alone training are delivered locally.
- b. More advanced maintenance courses are taught in combined classroom and laboratory courses at the National Center for Employee Development. Local management and the PEDC are responsible for ensuring that an employee has taken and passed any required prerequisite training before being sent to the National Center for Employee Development.
- c. Additional follow-on training is administered on site after an employee participates in certain advanced resident NCED courses.
- d. Maintenance training may also be delivered by vendors and vocational or technical schools when postal training is unavailable, subject to the appropriate Form 1782, *Training Request and Authorization*.

715.5 **Management and Professional Training**

715.51 **General**

The William F. Bolger Center for Leadership Development (the Bolger Center) provides training and development activities for postal professionals, specialists, supervisors, managers, and executives. Eligibility and other requirements for these training activities are issued with the instructions and other literature for the individual programs.

715.52 **Curriculum Guides and Enrollment**

Enrollment in courses is driven by individual program requirements. Enrollment is accomplished through a variety of methods, including AES and enrollment systems specific to individual programs. Curriculum guides are available through a variety of sources, including the Postal Service IntraNet sites of Employee Development and the National Center for Employee

Development, publications in support of strategic programs, and literature specific to individual programs.

715.53 **Executive Education**

Selected experienced postal managers are provided opportunities to participate in advanced management courses. These internal and external programs are designed to improve and expand participants' performance in current and future positions.

715.54 **Other**

Other training of either a general or specialized nature is provided, as needed, for management and professional personnel using internal or external sources to ensure current and continued professional competence.

715.6 **Inspection Service Training**

715.61 **General**

Initial and in-service training is required for postal inspectors and postal police officers. Such training for Inspection Service personnel is developed and administered by the Career Development Division of the Inspection Service.

715.62 **Inspectors**

Initial training for newly appointed inspectors is an extensive program of resident training combined with field instruction. In-service resident training courses, supplemented by correspondence programs, are provided as needed to incumbent postal inspectors.

715.63 **Postal Police Officers**

Newly appointed postal police officers initially receive a program of resident training, and incumbent postal police officers are given state-of-the-art field training.

716 **Expenses**

716.1 **Travel**

716.11 **General**

The Postal Service pays necessary travel expenses (transportation, lodging, and per diem) in accordance with Handbook F-10, *Travel*, to compensate employees for costs directly related to authorized off-site training and development activities. Authorized travel-for-training expenses are claimed on Form 1012, *Travel Voucher*, or Standard Form 1164, *Claim for Reimbursement for Expenditures on Official Business*, as outlined in Handbook F-10. It is important that these expenditures be charged to the proper travel-for-training account, to distinguish them from other travel expenses for official purposes. Managers should ensure that employees who

travel to off-site training are provided with sufficient funds to cover necessary expenses at the training site.

716.12 **Intermediate Travel Home**

716.121 **General**

Employees are authorized an intermediate weekend trip to their permanent duty station during extended training sessions as follows:

Duration	Number of Trips
Training of 3 weeks or less	None
Training of 4-6 weeks	1 trip
Training of 7-9 weeks	2 trips
Training of 10-12 weeks	3 trips

Weekend trips for training of longer duration are authorized based on the same time increments.

716.122 **Scheduling**

Specific weekend travel scheduling information is given to each employee scheduled for a course in excess of 3 weeks.

716.123 **Trip Destination**

A weekend return trip may be authorized only to the employee's permanent duty station or home of residence.

716.124 **Spouse Traveling in Lieu of Employee**

Instead of the employee's taking an intermediate trip home, the employee's spouse may travel to the training site, with the Postal Service paying for the spouse's round-trip fare in accordance with section 636 of Handbook F-10.

716.2 **Facilities**

Postal facilities are to be used for postal training when available and adequate. If they are not available, consideration is to be given to using facilities available through other government agencies, including the military service. Training facility managers have the authority to assign students either to owned or leased Postal Service lodging or to commercial lodging, based on local availability.

716.3 **Tuition, Fees, Books, and Supplies**

The Postal Service pays approved expenses for tuition, fees, books, and supplies for authorized nonpostal training. (See 740.)

716.4 **Injury Compensation and Student Welfare**

Lost time for injuries occurring to students during resident postal training is charged to the student's home office. The employing office must notify appropriate officials at National Center for Employee Development or the William F. Bolger Center for Leadership Development of students who have

physical disabilities or other medical conditions that may require special attention at the resident training facility.

717 **Nonpostal Personnel Participation in Postal Training**

Postal training may be provided to nonpostal personnel as follows:

- a. *Other Government Agency Employees.* Representatives of other government agencies may participate in postal training programs if approved by the vice president of Human Resources. The training must be officially requested and must not interfere with postal needs. Reimbursement, if any, is determined on an individual basis.
- b. *Official Contractor Employees.* Postal Service contractor representatives may participate in postal training programs if approved by the vice president of Human Resources, and if the training can be provided without interfering with postal needs. Reimbursement, if any, is determined on an individual basis.
- c. *Foreign Government Employees.* Representatives of governments or postal systems of other nations may participate in postal training if the training is officially requested through the Headquarters Office of International Postal Affairs and can be provided without interfering with postal needs. Such training is coordinated through the vice president of Human Resources.
- d. *Contract Stations.* Personnel at contract stations may participate in retail services training if the training is approved by the district manager or another installation head in coordination with the PEDC.
- e. *Other.* Other nonpostal personnel may participate in postal training programs if the training is specifically approved by the vice president of Human Resources.

718 **Contract and Noncareer Personnel Participation in Nonpostal Training**

Nonpostal training may be provided to contract and noncareer personnel if approved by a PCES executive in accordance with 740.

720 Training and Development Responsibilities and Functions

721 **Organizational Responsibilities and Functions**

721.1 **Headquarters**

The vice president of Human Resources is responsible for the Postal Service training and development systems. This responsibility includes:

- a. Analyzing training requests and designing, developing, validating, delivering, and evaluating national postal training and development programs.
- b. Developing policies, including pay practices, applicable to structured employee development programs for specific populations or functional groups, such as career ladder programs and various management, professional, and specialist training programs.
- c. Providing career information on specific occupations for use by craft and other employees for career planning and decision making.
- d. Analyzing career needs of specific populations in order to design and provide specific programs to improve current knowledge, skills, and attitudes.

721.2 **Areas**

The area Human Resources function is responsible for administering training and development policies to:

- a. Supervise the development and implementation of an area training and development planning system.
- b. Facilitate the flow of information and recommendations about existing training and development policy, efforts, and future needs between Headquarters and the districts.
- c. Strengthen the ability of district training and development professionals to (1) understand policy and to contribute to policy development, (2) administer national programs, and (3) respond to local needs.
- d. Ensure that districts are identifying and developing talented people, including minority members and women, in a fair and orderly manner, especially within management.
- e. Increase the level of management commitment to training and development and improve the work environment.

721.3 **Districts**

District managers, plant managers, and other installation heads are responsible for the training and development of their employees consistent with corporate business goals and strategic plans. Specific district training responsibilities and functions include:

- a. Establishing training and development units within national guidelines.

- b. Implementing training and development staffing criteria within national guidelines.
- c. Establishing and implementing training and development space allocations according to Handbook AS-504, *Space Requirements*.
- d. Implementing national training policies and programs, ensuring that any national training course taught locally is not changed in objective, length, or content without prior approval of Employee Development.
- e. Ensuring appropriate use of electronic training databases.
- f. Monitoring training and its compliance with national training and development policies.
- g. Establishing and implementing other measures to ensure the successful operation of the training and development requirements of the organization.
- h. Coordinating district training requirements with Employee Development.
- i. Developing or acquiring, and delivering or coordinating, district training in accordance with established guidelines.

721.4 **Supervisors and Managers**

Supervisors and managers are responsible and accountable for:

- a. Ensuring that employees under their supervision are trained, in a timely manner, to perform their assigned job tasks.
- b. Identifying employees' needs for improvement in their present jobs.
- c. Planning for the training of their employees in coordination with the training systems available for their postal facilities.
- d. Providing follow-up after Job Training has been completed to ensure optimum and appropriate use of newly acquired knowledge, skills, and attitudes.
- e. Identifying and providing other training to meet the needs of the organization and of individual employees.
- f. Evaluating and supporting, as warranted, employee requests to participate in Self-Development Training opportunities.
- g. Providing employees with information and guidance on career growth.

721.5 **Employees**

Employees are responsible for:

- a. Making effective use of training opportunities, directed by management, in order to perform their duties correctly and efficiently.
- b. Guiding their own growth and development by consulting with their supervisors and pursuing personal career goals.
- c. Continuing to learn throughout their careers to improve their knowledge and skills and to share these with other employees.

722 **Postal Employee Development Center Organization and Operations**

722.1 **Purpose**

PEDCs are field units located in districts that provide area-wide training and development support services for all postal personnel on a continuing basis. The primary mission of the PEDC is to contribute to and foster improved employee job performance. The PEDC also provides counseling to help employees pursue career and self-development goals.

722.2 **PEDC Network Operating Procedures**

722.21 **Geographic Area of Responsibility**

722.211 A PEDC's geographic area of responsibility consists of all postal facilities in the performance cluster, as determined by the district Human Resources manager.

722.212 Human Resources managers ensure that all field postal facilities within a geographic area are the responsibility of a specific PEDC. This includes postal facilities with unique purposes, such as Headquarters field units.

722.213 PEDCs must ensure that all employees within their geographic area of responsibility receive required training.

722.22 **PEDC Reporting Relationships**

The senior training official at the district level reports functionally and administratively to the Human Resources manager.

722.23 **Facilities**

722.231 District Human Resources managers are authorized to establish and/or abolish PEDCs and to determine the specific number and locations of PEDCs within their districts. Any changes in the PEDC network must be communicated to Headquarters so that records and distribution lists can be revised in a timely manner.

722.232 Handbook AS-504, Space Requirements, specifies the space allocations for PEDC activities.

722.233 Districts may establish space for training on an as-required basis at non-PEDC sites. This policy provides space to satisfy training requirements of an intermittent, low-volume nature in cases where it is not cost effective to train in a PEDC office.

722.24 **Reviews**

District review teams conduct periodic reviews of PEDCs in the district. Members of the review team are chosen by the Human Resources manager. These reviews assess the qualitative impact of training and development on postal operating objectives and evaluate PEDC compliance with national policies and district guidelines. The results of each review are reported to the district manager.

730 Training Procedures

731 **Nomination and Registration**

Nomination and registration procedures are driven by individual program requirements. Registration is accomplished through a variety of methods, including Automated Enrollment System (AES) and enrollment systems specific to individual programs. Curriculum guides are available through a variety of sources including the Postal Service IntraNet sites of Employee Development and the National Center for Employee Development, publications in support of strategic programs, and literature specific to individual programs.

732 **Training Records and Reports**

732.1 **Individual Training Records**

732.11 **Form 2432, Individual Training Progress Report**

Form 2432 is used to register employees for all categories of PEDC programs. All hours engaged in training are recorded on this form.

732.12 **Form 2548, Individual Training Record**

Form 2548 is used for new employee training. The training agent (PEDC and/or employee's job instructor) and the immediate supervisor complete Form 2548. The PEDC then retains the form at one central location determined by the training supervisor or manager. Upon an employee's assignment to another installation, Form 2548 is forwarded to the personnel office for inclusion in the employee's official personnel file (OPF) for transfer to the receiving office.

732.13 **Form 1782, Training Request and Authorization**

Form 1782 is used for nomination and registration of employees for off-site postal training and for nonpostal training. Form 1782 should be used for off-site postal training only when nomination and registration cannot be accomplished through the Automated Enrollment System (AES). See 742 for Form 1782 procedures for nonpostal training.

732.14 **Form 1734, Record of Training**

Form 1734 is used to record participation in all training of 8 hours or more duration. This requirement does not apply to the new employee training that is recorded on Form 2548. Upon an employee's successful completion of any training, one copy of Form 1734 is issued to the participating employee and one copy is added to the employee's OPF.

732.15 **Certificates of Training**

Certificates of training are specific to individual programs. A certificate of a structured training course is normally issued by the local PEDC, area office, NCED, or CLD, based on location of the training.

732.2 **Training Tracking System**

All training must be recorded in the appropriate electronic database(s), i.e., AES and/or Local Employee Training System (LETS) and/or the National Training Database (NTD). Information pertaining to these databases can be obtained from Headquarters Employee Development or Human Resources Information Systems (HRIS).

740 Nonpostal Training Policy

741 Background

741.1 Explanation

Nonpostal training is provided by nonpostal sources under a tuition or registration fee arrangement funded wholly or partially by the Postal Service. (Training provided by nonpostal sources under contract with the USPS is within the definition of postal training and is governed by the preceding sections of this chapter.)

741.2 General Payment Policies

741.21 Salary Compensation and Travel Expenses

Compensation for required attendance at nonpostal training is authorized as outlined in sections 438.2, 712, and 716.

741.22 Other Related Expenses

Educational expenses for tuition, fees, books, and supplies for nonpostal training are paid by the Postal Service if both of the following conditions are met:

- a. The nonpostal training is either Job Training (as defined in 711.51) or Self-Development Training (as defined in 711.52) benefiting both the employee and the Postal Service from a career development standpoint. When Self-Development Training goals cannot be identified as providing benefit to the Postal Service, no payment of expenses is authorized.
- b. The nonpostal training is not for the sole purpose of obtaining one or more academic degrees, even if an academic degree is required to qualify for appointment to a particular position. Each course that is part of a degree program must be evaluated on its own merits; that is, each course must meet the criteria in a.

Exception: This restriction does not apply when the employee is any one of the following: a professional and specialist trainee, an EAS-17 (or higher EAS position), a PCES candidate, or a participant in a specific program that provides such opportunities.

741.23 Restrictions

741.231 Authorization

Employees do not have a right to have their nonpostal training costs paid by the Postal Service unless the specific training is approved in advance by an authorized official.

741.232 **Prohibited Training Sponsors**

The Postal Service does not pay nonpostal training costs if a training sponsor does either of the following:

- a. Discriminates because of race, color, religion, sex, age, national origin, physical or mental handicap, or any other nonmeritorious factor in the admission or subsequent treatment of students.
- b. Has legislative or campaign propaganda as a substantial part of its activities.

742 **General Procedures**

742.1 **Form 1782, Training Request and Authorization**

Form 1782 is the basic document used to request, approve, and finance nonpostal training. Form 1782 is completed in full and processed even when nonpostal training organizations require separate nomination forms.

742.2 **Request and Approval**

742.21 **Standard Training**

The employee's supervisor (nominating manager) prepares Form 1782 and forwards it to the PCES executive authorized to certify and commit funds and to approve the employee's training. Signature of the approving PCES executive on Form 1782 certifies that the employee's selection is consistent with the published training policies and that any prerequisites to the training have been met.

742.22 **Medical Training**

Training requests for medical personnel (doctors, head nurses, nurses, physical therapists, x-ray technicians, and other medical technicians) are submitted through the employee's supervisor to the approving PCES executive at the installation. All denials of such requests and the reasons for denial are to be forwarded to the service center medical director, who may, for good cause, recommend approval through the national medical director.

742.3 **Distribution of Copies**

After approving Form 1782, the PCES executive forwards it to the PEDC for distribution of copies as follows:

- a. One copy is sent to the training sponsor if the sponsor will be billing the Postal Service directly or if the sponsor requires advance payment (see 742.414).
- b. One copy is sent to the employee's supervisor.
- c. One copy is retained by the PEDC official, who, upon completion of the training, processes the Form 1782 as instructed in 742.5.
- d. The original Form 1782 is sent to the San Mateo Postal Data Center (PDC) after the training is completed, as instructed in 742.412.

742.4 Payment**742.41 Tuition, Fees, Books, and Supplies****742.411 General**

Expenses for tuition, fees, books, and supplies for nonpostal training are paid based on the approved Form 1782 supported by certified receipts and/or invoices. These expenses are not claimed on Form 1012, *Travel Voucher*, or Standard Form 1164, *Claim for Reimbursement for Expenditures on Official Business*.

742.412 Payment to the Training Sponsor

The original Form 1782 is retained at the billing address office (the employing postal facility and unit of the employee to be trained) until the employee completes the training and an invoice is received from the training sponsor. (See 742.414 for an exception to this procedure when the training sponsor requires advance payment.) Someone other than the person who attended the training (such as immediate manager, PEDC official, etc.) must check the invoice for accuracy, certify it for payment, and promptly submit it with the original Form 1782 to the San Mateo PDC. It is not necessary for the PCES executive who approved the training to certify the invoice. In the certification statement, "Form 1782" is shown in lieu of a contract or order number. Only original invoices, not statements, are submitted to the PDC for payment.

742.413 Reimbursement to Employees

If the employee has paid approved nonpostal training expenses from personal funds, the employee must provide certified receipts or canceled checks to be submitted with the original Form 1782 to the PDC for payment and reimbursement.

742.414 Advance Payments

If the training sponsor requires payment in advance of the training, the Form 1782 must be prepared, approved, and processed before the training begins. To accomplish this, the PCES executive who signs the Form 1782 or the PEDC official who distributes copies of the form must send (or deliver through the employee enrolling in the training) a copy of the Form 1782 to the training sponsor. The training sponsor must produce an invoice for the training and send it to the billing address on the Form 1782. The PCES executive or PEDC official must certify the invoice as correct for payment and send it with the original Form 1782 to the San Mateo PDC for payment. Based on the Form 1782 and the certified invoice, the PDC issues a remittance advice (indicating the invoice number and the SSN of the employee) and check to the training sponsor.

742.42 Travel

Approved travel expenses (transportation, lodging, and per diem) for participation in nonpostal training are claimed on Form 1012, *Travel Voucher*, or Standard Form 1164, *Claim for Reimbursement for Expenditures on Official Business* as appropriate, and as authorized in Handbook F-10, *Travel*. As Form 1782 is not submitted with these forms, it is important that these

expenditures be charged to the proper travel-for-training account to distinguish them from other travel expenses for official purposes.

742.5 **Documentation**

Employees furnish their PEDC official documents of completion of the nonpostal training including certificates and/or grade reports. The PEDC official attaches copies of the documents to the Form 1782, completes Form 1734, *Record of Training*, and forwards the forms and documentation for filing in the employee's OPF. If such evidence of completion is not furnished, the PEDC official verifies completion of the training and so indicates on Form 1734.

743 **Special Factors**

743.1 **Failure to Enroll in or Complete Approved Training**

Employees who fail to enroll in or to successfully complete approved training for reasons that are unacceptable to the approving official may be required to (a) pay any cancellation fee required by the training sponsor and (b) reimburse the Postal Service for costs or liabilities incurred for tuition, fees, books, supplies, transportation, and per diem (but not for salary). A PCES executive may waive the requirement for any such payment or reimbursement.

The PEDC official promptly notifies those who have received copies of Form 1782 of the employee's failure to enroll in or complete approved training in order that:

- a. PDC accounts may be adjusted.
- b. The training sponsor does not bill the Postal Service for payment of tuition and fees.
- c. The Postal Service and training sponsor may consider other candidates for the training.

743.2 **Double Payment**

743.21 **Policy**

The Postal Service reduces the amount provided for training by any amount that an employee receives from other sources for the same purpose (including payments received under the GI Bill and other governmental education assistance programs).

743.22 **Certification**

743.221 **Conditions for Signing**

Employees scheduled to take nonpostal training, either on or off the clock, that exceeds 4 consecutive weeks of full-time training must sign the

certification quoted in 743.222. These employees do not have to sign the certification in either of the following cases:

- a. The training is being provided by a manufacturer as a normal service incident to the initial purchase or lease of products under a procurement contract.
- b. There are no expenses to the Postal Service other than salary.

743.222 **Text**

I certify that, to the best of my knowledge, I will not receive payment from other sources (including payment under Veterans Education Assistance, Chapter 34 of Title 38, commonly called the GI Bill) for the training that will be provided by the Postal Service. I agree that, in the event I subsequently do receive and accept such payment from other sources, I will promptly notify the Postal Service. I understand and agree that the Postal Service may reduce the amount provided for training by any amount I receive from other sources for the same purpose.

743.223 **Procedure**

Employees sign and date the certification prior to the start of the training. The certification accompanies Form 1782, which is submitted to the PDC.

743.3 **Contribution or Award**

743.31 **Conditions for Acceptance**

An employee may accept a contribution or award offered by a nongovernment organization to defray part or all of the nonpostal training expenses under these conditions:

- a. The organization offering the contribution or award is exempt from taxation under 26 U.S.C. 501(a). The Director of Internal Revenue of the district where the employee's installation is located can provide this information.
- b. The contribution or award will not reflect unfavorably on the ability of the employee to perform his or her duties fairly and objectively.
- c. The contribution or award will not place the employee, the Postal Service, or the government in a position of compromised integrity.
- d. Acceptance of the contribution or award is compatible with the Code of Ethical Conduct contained in 660.

743.32 **Insufficient Payment of Expenses**

If an authorized contribution, award, or payment to an employee for nonpostal training does not fully cover travel expenses, the Postal Service pays an amount considered sufficient to cover the balance of these expenses. The per diem rate is established to spread the uncovered part of the per diem over the period of training.

743.4 **Training Beyond Four Consecutive Weeks**

743.41 **Policy**

Employees scheduled to take nonpostal training on the clock which exceeds 4 consecutive weeks of full-time training must sign a continued service agreement.

743.42 **Agreement**

743.421 **Conditions for Signing**

Employees do not have to sign the agreement in either of the following cases:

- a. The training is being provided by a manufacturer as a normal service incident to initial purchase or lease of products under procurement contract.
- b. There are no expenses to the Postal Service other than salary.

743.422 **Text**

I agree that after leaving this training, I will continue serving in the Postal Service for a period equal to the number of hours of training provided, unless I am involuntarily separated. I understand that the obligated hours will begin at the start of business on my first workday after leaving the training. If I voluntarily leave the Postal Service before completing the obligated period and do not enter the service of another federal agency within 3 calendar days, I agree to reimburse the Postal Service on a pro rata basis for those expenses which are in addition to my salary, pay, or compensation. I understand that any amounts which may be due the Postal Service as a result of any failure on my part to meet the terms of this agreement may, unless recovery is waived by the Postal Service, be withheld from any monies owed me by the Postal Service or the federal government, or may be recovered by such other methods as prescribed by law. This agreement does not in any way commit the Postal Service or the federal government to continue my employment.

743.423 **Procedure**

Employees sign and date the continued service agreement prior to the start of the training. The agreement accompanies Form 1782, which is submitted to the PDC.

743.43 **Reimbursement**

If an employee gives voluntary notice to leave the Postal Service prior to completing the service agreed to in the continued service agreement and does not plan to transfer to another federal government agency, the employee's supervisor advises in writing the official who approved the training on Form 1782. The employee's supervisor indicates the reason for

the failure to fulfill the agreement and recommends that either the employee be required to reimburse the Postal Service under the terms of the agreement or that the agreement be waived because recovery of the money would be contrary to equity, conscience, or public interest. If the official who approved the training decides to require reimbursement, the official notifies the PDC of the amount due by means of Form 1902, *Justification for Billing Accounts Receivable*, in duplicate. The PDC bills the employee on Form 1903-DZ, *Invoice and Statement*, and makes the necessary collection.

750 Professional Associations

751 Definition

751.1 Purpose

For purposes of this subchapter, the term *professional association* is used in its broadest meaning to include nonprofit, cooperative, and voluntary organizations of individuals having a common background in a professional, technical, or managerial field of work requiring knowledge and skills normally acquired only through extensive training or education. Academic credentials, an accrediting examination, or a license may be prerequisites for membership. The main purposes of a professional association may include:

- a. Exchanging information among members about new or improved developments and/or applications within the field of work.
- b. Establishing and revising standards of preparation and experience for acceptance into the field.
- c. Developing and publishing standards of professional performance and responsibility.
- d. Furthering the career development of members.

751.2 Membership

A professional association may include members of several professions or disciplines.

751.3 Exclusions

For purposes of this subchapter, the term *professional association* does not include a recognized labor, supervisory, or other managerial organization, as defined in the Postal Reorganization Act.

752 Policy

Membership and participation by Postal Service employees in recognized professional associations are encouraged, consistent with appropriate priority to the duties and responsibilities of their positions. Active participation can be a valuable experience, both in improving employees' performance in their present positions and in preparing them for greater responsibility in the profession. Through conferences, symposia, and committee assignments, employees are able to expand their expertise. Incentive for even better work performance can result from employee recognition gained through publishing journal articles, receiving awards for professional achievement, holding office in such associations, and speaking or presenting papers at association meetings. Professional recognition of the competence of postal employees tends to increase public confidence in the Postal Service.

753 **Payment of Membership Dues or Fees**

753.1 **Individual Memberships**

753.11 **Voluntary**

Postal Service funds are authorized for the payment of voluntary individual memberships, dues, and/or fees in professional associations provided all of the following conditions are met:

- a. The Postal Service does not have or cannot obtain an institutional membership in the professional association.
- b. The employee requesting the individual membership is in an FLSA-exempt EAS-17 or higher level position.
- c. The nature of the professional association is directly related to the employee's job.
- d. The employee's PCES executive approves the request after determining that the employee's participation will benefit the Postal Service and that funds are available, and authorizes the payment using Form 1782, *Training Request and Authorization*.
- e. Payment is limited to one individual membership per employee per year.
- f. Payment is not approved solely for the purpose of obtaining reduced fees for continuing education or for related purposes such as attendance at periodic meetings and conferences.

753.12 **Required**

If the Postal Service requires nonbargaining employees to maintain a professional license, certification, or membership (for example, a license to practice law or medicine), postal funds may be used, at the discretion of the appropriate officer, to reimburse such employees for the basic dues or fees they pay to satisfy such requirement. Employees submit requests for reimbursement on Form 7381, *Requisition for Supplies, Services, or Equipment*.

753.2 **Institutional Membership**

The policy restricting payment of individual membership dues and fees does not preclude Postal Service institutional membership in professional associations. Vice presidents are authorized to define and approve institutional memberships for specific functional areas and/or organizational units reporting to them.

753.3 **Procurement of Memberships**

The vice president of Purchasing and Materials is responsible for the coordination, procurement, and recording of institutional memberships. Approved Forms 7381 must include by name or position title those individuals designated to represent the Postal Service or the total number of individuals included in the membership.

753.4 **Periodicals**

Postal Service funds are authorized for subscriptions to professional association periodicals both for the library and for individuals designated by name or position title to represent the Postal Service in institutional memberships. Procurement is the responsibility of the vice president of Purchasing and Materials.

754 **Attendance at Meetings and Conferences**

754.1 **Authorization**

Employees may be authorized to attend meetings and conferences of a professional association at Postal Service expense in either of the following cases:

- a. Attendance is for training purposes as defined in 740.
- b. Attendance is related to the job or function in which they are employed and is expected to contribute to improved performance.

754.2 **Full or Partial Attendance**

754.21 When authorized under 754.1, time in actual attendance at a professional meeting or conference is considered to be official business for compensation purposes and leave is not charged to the employee. However, managers should review the program schedule or agenda and authorize official attendance only for that portion of the meeting or conference that meets the criteria in 754.1.

Exception: An employee may be authorized to attend the entire meeting or convention in any of the following cases:

- a. The employee is scheduled to make a speech, present a paper, or conduct or chair a meeting session.
- b. The employee has been nominated or previously elected as an officer of the professional association.
- c. The employee has been designated as an official representative of the Postal Service.

754.22 If authority is granted for attendance at only a portion of a meeting or convention, the employee may request annual leave to attend the unapproved portions and, if leave is granted, the employee must pay the expenses for those unapproved portions.

754.3 **Leave for Other Employees**

Managers are encouraged to be liberal in approving annual leave (consistent with work priorities) for other employees who desire to attend a professional association meeting or convention at their own expense.

754.4 **Selection for Attendance**

Where several employees in the same organizational unit are in the same profession, the manager chooses which employees, if any, may attend the

professional meeting or convention. Section 713, which lists criteria for the selection of employees for training, may be applied.

754.5 **Payment of Expenses**

Handbook F-10, *Travel*, describes the conditions for payment of registration fees, travel, and subsistence costs for employees authorized to attend at Postal Service expense.

754.6 **Approval of Registration Fees**

Form 1782, *Training Request and Authorization*, must be approved before registration fees or expenses other than travel or per diem can be paid by the Postal Service. See 742 for instructions on preparing Form 1782.

755 **Privileges**

At its discretion, local management may grant privileges to a professional association when it determines that such action would be warranted as a service to employees who are members of the association. Examples of such privileges are:

- a. Using authorized bulletin boards or intra-office communications for publicizing meetings.
- b. Using available facilities for holding meetings.
- c. In appropriate cases and on a reasonably limited basis, using postal equipment or secretarial services for preparing papers to be presented at professional conferences or symposia or to be published in professional journals.