

## FINAL RECOMMENDATION

### Recommendation of the Action Plan Team: Staff Development

#### Statement of Issue #2-34: R-116

Summary: R-116 – The USFA staff shall develop a continuing education program for appropriate staff that includes, but is not limited to, exchange programs with leading-edge fire protection services and state/baccalaureate education and research institutions via secondment/details and the use of the Intergovernmental Review Act.

Recommendation: USFA should develop and implement a policy that supports the Professional Development element contained within the Employee Work Plan and provide opportunities for continued maintenance and/or enhancement of work related knowledge, skills, and abilities for all staff.

#### Existing Opportunities

- FEMA Employee Development Training Catalog of Training Opportunities
- Attend as qualified student in NFA/EMI courses
- Independent Self-Study courses

#### Potential Opportunities

- Auditing portions of NFA/EMI courses
- Scheduled training sessions for group training on site; i.e., branch, work team, etc.

Based on FY99 data, 50 staff members or 54 percent of USFA staff attended training. In many cases, individuals attended more than one training class.

In preparation for FY 2001, USFA senior management should establish a training target for 65-70 percent of USFA staff. To accomplish this, senior management must encourage and motivate staff, and earmark resources both monetary and non-monetary. First-line supervisors shall be responsible for developing a professional development plan with individual employees. Employees will then be rated in accordance with their Employee Work Plan.

Background: This recommendation supports the Professional Development element contained within the Employee Work Plan (EWP). The element calls for the demonstration of initiative in identifying and pursuing not only formal training, but also informal, cost-effective methods for developing work-related technical and interpersonal skills from the employee. The EWP is used for quarterly evaluation and annual employee rating.

Conclusion: An employee professional development requirement is already in place as part of the employee evaluation system. This requirement should continue to be addressed during the quarterly performance reviews at a minimum. The employee should work with the supervisor to identify opportunities to maintain or enhance work-related knowledge, skills, and abilities. Management should also encourage and motivate employees to seek professional development including exchange programs with leading-edge fire protection services and education and research institutions through details and the use of the Intergovernmental Personnel Act.

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APPROVE/Date

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DISAPPROVE/Date