

APPENDIX E
LBNL DEVELOPMENT AND TRAINING

- A.** Position-related programs are directly related to the work assignments or conditions of the employee's current position. In improving performance or mastering responsibilities in the present job, the supervisor takes the lead by identifying development objectives along with corresponding action plans. This is done in conjunction with the employee performance evaluation process. All career employees are eligible for position-related programs. Employees in non-career appointments are eligible for position-related programs only when such training is specifically necessary for such employees to perform their respective assignments.
- B.** Career-related programs are related to the development of skills, knowledge, and other qualifications that prepare an employee for other positions within the Laboratory for which an employee (as evaluated by the supervisor, department head, and Human Resources Operations Manager or designee) might be an effective competitor. In career planning and development, the employee takes the lead by self-assessing skills, values, career interests, and choices. After completion of the self-assessment, the employee discusses with the supervisor areas of interest to be developed. The supervisor is encouraged to act as the coach and advisor to the employee, helping to map out agreed-on developmental objectives along with corresponding action plans. All career employees are eligible for career-related programs. Employees in non-career appointments are not eligible for career-related programs.
- C.** Educational enrichment programs are related to an employee's personal or career interests outside the Laboratory that are not related to Laboratory positions for which an employee might be an effective competitor. For example, a course such as music would be considered an educational enrichment program. Educational enrichment programs are the employee's responsibility and are not eligible for benefits under this policy.
- D.** Attendance at all courses, seminars, and conferences of an instructional nature given by accredited universities and colleges, institutes, professional associations, and commercial training organizations is considered part of the Laboratory's education and training activities and may be part of a formal employee development plan. For administrative purposes, attendance at scientific meetings, professional society meetings, research conferences, and industrial conventions and shows is considered a work assignment and is not necessarily part of a development plan.
- E.** Every career employee is eligible to request a formal development plan. A formal development plan is developed by the employee and his/her supervisor and should be realistic and state job or career goals that are attainable within the Laboratory's job classification structure. Plans should be structured so that completion of the development program should result in greater employee capability. Formal plans often include a time frame longer than one year. When an employee takes three or more Laboratory-supported courses or training programs in a fiscal year, the development plan must be formalized by using the Employee Development Plan form. At a minimum, the plan should include developmental objectives and corresponding action plans for improving or mastering performance in the current position, qualifying for other Laboratory positions, or obtaining a specific degree or specialty certificate of value to the Laboratory's mission.
- F. **On-Site Training:**** A division director or department head is responsible for arranging specialized training with a department or division. Assistance or advice in any phase of a desired program may be obtained from the Training Administrator in the Human Resources Department. Various organizational units within the Laboratory, including the Environment, Health and Safety Division, Computing Sciences Directorate, and Human Resources Department, are responsible for developing and/or providing training programs to Laboratory employees in their areas of expertise and that are required by law or will enhance employee performance. Procedures for attending interdepartmental training may be found on the Employee Self Service Web site. The Workforce Diversity Office is responsible for administering apprenticeship training programs, other special skills training, and internships.
- G. **Off-Site Training:**** With the approval of his or her supervisor and department head or division director, an employee may attend off-site training (e.g., outside seminars and workshops) that will be of direct benefit to the employee's assignment. The division director or department head will approve attendance at off-site training only when the benefits to the Laboratory will, in his or her judgment, more than offset the costs involved, when the required skill or knowledge is not readily available through Laboratory training

resources, and when the employee's time away from the Laboratory will not adversely impact current work demands. The division will pay course fees, travel, and all other expenses as necessary.

H. College Degrees, Specialty Certificates, and College Level Courses: Career employees who have passed probation may take college-level, specialty certificate, and continuing education courses as described below. Satisfactory job performance is a prerequisite to participation in these Tier 1 and Tier 2 programs. The employee must have an Employee Development Plan approved by his or her supervisor, division director, or the Operations Department Head, and the Human Resources Operations Manager or designee. Approval is based on:

- Relevance to the Laboratory's mission
- Mutual benefit to the employee's career and the long-term interests of the Laboratory
- Whether there is a reasonable expectation that the employee shall remain in the employ of the Laboratory for a sufficient period of time to provide a fair return for the training costs
- Whether the proposed curriculum and timetable are realistic
- Whether the department/division's work needs can be met during any employee absences due to attending class

Employees may be reimbursed as noted below for tuition, laboratory fees, educational fees, and other fees required for registration when the employee submits proof of successful course completion and receipts for payment of fees to the Training Administrator in the Human Resources Department. Nonresident tuition is not reimbursable. Successful completion is receipt of a grade of at least a "C" for undergraduate work or "B" for graduate work if the institution uses the "A-F" system of grading. If there is a choice between receiving a letter grade or a "Pass/Fail" evaluation, the employee must take the letter grade. Reimbursement is also allowed when an employee is forced to withdraw from a course because of work requirements, provided he/she submits evidence from the instructor that the employee's work in the course was satisfactory at the time of forced withdrawal. When necessary, the Human Resources Operations Manager or designee may advance payment of the costs provided the employee agrees to return the payment if the employee is unable to provide evidence of satisfactory completion. Employees who are eligible for the University of California Reduced-Fee Enrollment Benefit must take advantage of that benefit. Employees who terminate employment before the end of the quarter or semester are not eligible for reimbursement of fees unless the termination is due to an involuntary layoff and when the employee was notified of layoff after the beginning of the class. Employees whose fees have been paid through an advance agreement must repay the advance at termination.

Time off with pay may be granted when the employee's absence will not adversely affect progress of work, in accordance with the following provisions:

- The employee must remain in career status during the entire quarter or semester.
- The course or courses must be listed on the Employee Development Plan and approved before registration for each academic quarter or semester.
- Time off to attend and register for approved courses may be allowed only when such courses cannot reasonably be taken outside the employee's scheduled working hours.
- Time off with pay may not exceed six hours per week, including time for travel and registration. Time off with pay is not allowed for study, library, or faculty consultation time. Additional time required must be accounted for by an adjusted work schedule or by use of vacation credit.
- Time off with pay to take Web/Internet based courses is not allowed.

1. **Tier 1: College-level courses leading to an academic degree (A.A., B.S., Ph.D., etc.) or a specialty certificate** (Certified Compensation Professional, Certified Cisco Network Technician, Integrated Circuit Engineering, etc.). Degree courses must be offered by an accredited college or university. Specialty certificate courses must be offered by an accredited college or university, university extension program, or recognized professional society. Continuing education units (CEUs) may be reimbursed under Tier 1 when they are part of an approved degree or specialty certificate program. These may be either position- or career-related programs. The employee must exhibit satisfactory progress towards attainment of the degree or certificate for continued eligibility under Tier 1, with the understanding that unanticipated department/division work needs may

affect that progress. Employees may be reimbursed 100% for tuition, laboratory fees, educational fees, and other fees required for registration when the employee submits proof of successful course completion and receipts for payment of fees to the Training Administrator in the Human Resources Department.

2. **Tier 2: Career-related academic programs not leading to an academic degree or a specialty certificate.** Courses must be offered by an accredited college or university. Continuing education units (CEUs) may be reimbursed under Tier 2 only when offered by a university or college continuing education program. Employees may be reimbursed two-thirds for tuition, laboratory fees, educational fees, and other fees required for registration when the employee submits proof of successful course completion and receipts for payment of fees to the Training Administrator in the Human Resources Department.
- I. **Government Licensing and/or Professional Certification:** For the purposes of this section, government licenses and/or professional certifications are those licenses and certifications required by the employee to hold his or her current position as documented in the position description. Continuing education credit (CEU) courses required for the maintenance of a professional license or certification as noted above are considered position-related courses. The course must be approved by the licensing or certifying agency. The request for course fee reimbursement is the same as for all other position-related training. Fees for license or certifications renewals as defined above are an allowable expenditure. The request is made in writing to the Financial Services Department and must include:
 - Request for Issuance of Check form with valid project ID and approval;
 - Endorsement by the cognizant division director that the cost is allowable as cited; and
 - Copy of the license renewal or issuance documentation.