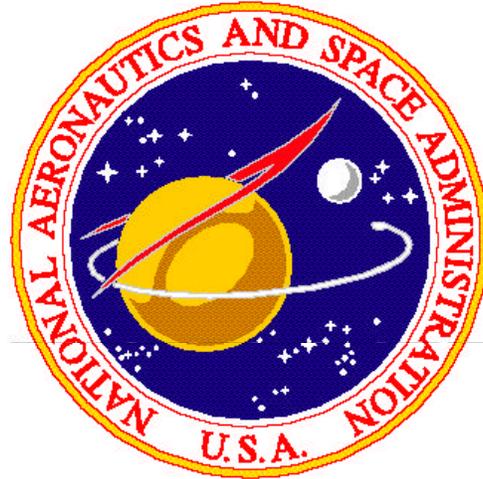


Responsible Office: ISO Project Office
Subject: Employee Training



HEADQUARTERS COMMON PROCESS

EMPLOYEE TRAINING

Original Signed By

J. R. Dailey
Associate Deputy Administrator

January 15, 1999

Date

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1. **Purpose** - This Headquarters Common Process (HCP) establishes the procedure for identifying training needs and providing required training.
2. **Scope and Applicability** - This HCP applies to all HQ organizations involved in the products and processes covered by the scope of the HQ Quality System. Two kinds of training are provided by NASA Headquarters -- required and developmental, as defined below. Only required training is covered by the scope of this HCP. In addition, the requirements of this procedure are not applicable to employees in their current position, prior to the effective date of this procedure.

3. Definitions

- 3.1 Training – The process of providing knowledge and skills to employees. Training may include on-the-job training (OJT), job-specific training such as a series of instructions or proficiency demonstrations, or general training such as a single training course, academic instruction, developmental assignment or conference. The two types of training provided by NASA Headquarters are described below.
 - 3.1.1 Required Training - Training is deemed required (or needed) for one of two reasons: 1) The knowledge or skills obtained has a direct impact on product quality, or 2) The supervisor has determined that specific training is required to perform the duties of the function. Required training may be initiated by the supervisor or employee. However, supervisors are ultimately responsible for ensuring that required training is completed.
 - 3.1.2 Developmental Training - All training provided which is not deemed as required. Developmental training is mutually beneficial in that it supports individual development and improves organizational effectiveness. Developmental training plans may be initiated by either the supervisor or employee. However, supervisors have the discretion to approve developmental training for employees in conjunction with applicable laws, regulations, policies, budget guidelines, organizational needs, and workload requirements.
- 3.2 Employee Training Record - This is a permanent maintained by NASA's Goddard Space Flight Center (GSFC), Office of Human Resources (OHR). GSFC maintains records of all NASA Headquarters employee training except for OJT. All non-OJT records, identified in paragraph 7, are input to an electronic database for ease of storage, filing, access, and retrieval.
- 3.3 Headquarters Human Resources Management Division (Code CP) – The Headquarters division, which maintains responsibility for determining whether personnel are qualified prior to employment and reassignment, defines the training needs and communicates that need to GSFC OHR.
- 3.4 Individual Development Planning (IDP) Process – Process by which developmental training is planned, approved, and completed by employees.

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While individual development planning is strongly encouraged, it is not required. Therefore, training identified through this process is out of scope of this HCP.

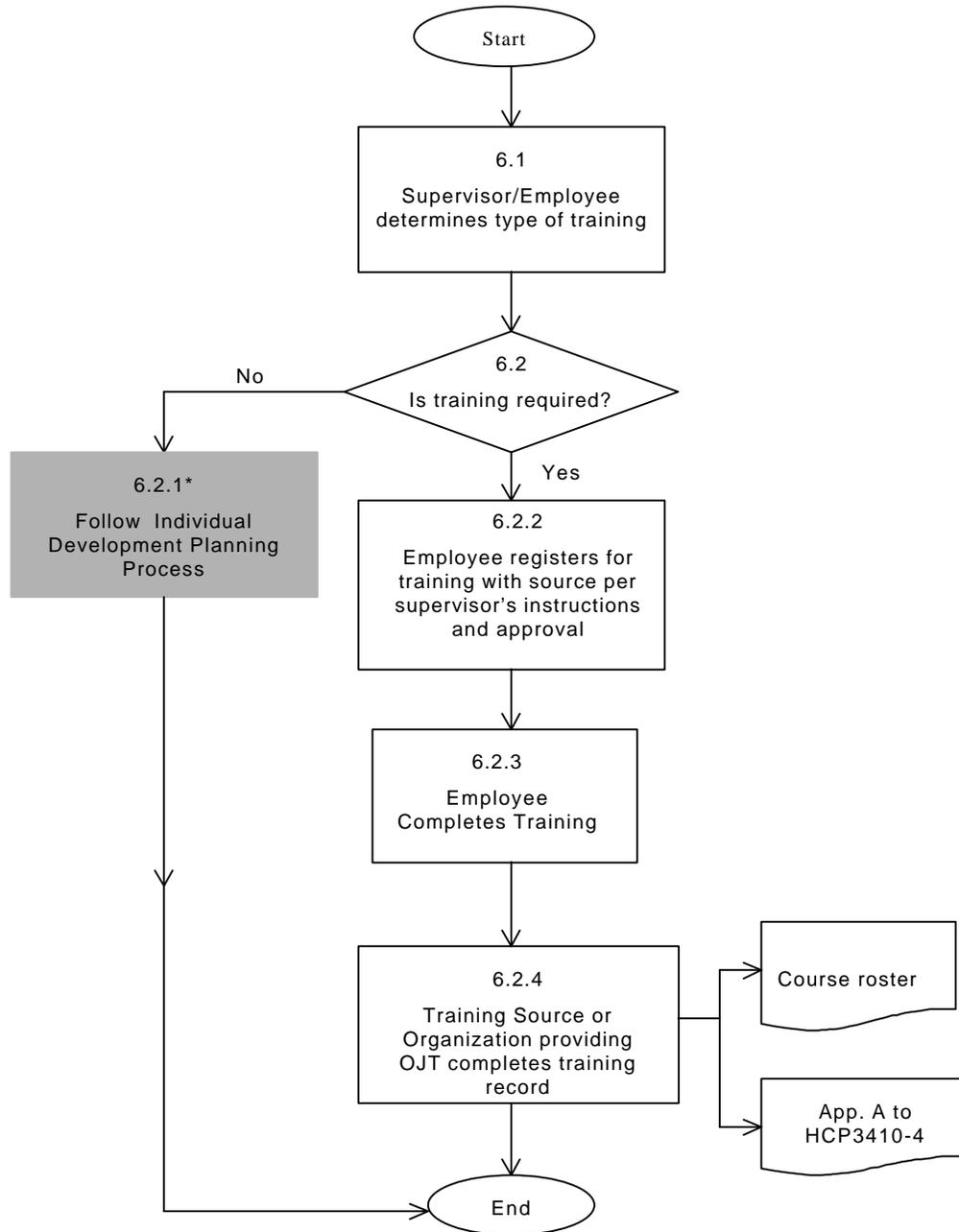
- 3.5 NASA's Goddard Space Flight Center (GSFC), Office of Human Resources (OHR) – Office which takes the lead in coordinating all non-OJT training for Headquarters employees and maintains all non-OJT training records for Headquarters employees.
- 3.6 On-the-job Training (OJT) - Nonclassroom training that orients a new employee to the HQ Quality System and related topics or focuses on performing job tasks to build skill proficiency. OJT is done under the guidance of the supervisor or someone experienced and fully qualified in that job or task.
- 3.7 Required HQ Quality System OJT Record - This is a permanent record, maintained by the supervisor, which documents an employee's required OJT.
- 3.8 Personnel Qualifications - Education, training, and/or experience which provides an individual with the necessary skills, knowledge, or credentials to perform the position's responsibilities.
- 3.9 Position Description - The document that describes the major duties, knowledge, skills, and abilities needed for a specific position.
- 3.10 Supervisor - The individual accountable to management for the quantity and quality of work performed by directly reporting employees and for assuring efficient and economical work operations. The supervisor's functions include a range of duties and responsibilities for planning, organizing, assigning, and reviewing work; administering personnel matters; and dealing effectively with employees and union representatives on employee-management concerns.

4. References

- 4.1 HQSM1200-1, HQ Quality System Manual (HQSM)
- 4.2 NPD 3410.2, Employee and Organizational Development
- 4.3 NHQ Form 0056, Request, Authorization, Agreement and Certification of Training w/Instructions
- 4.4 NHQ Form 228, Application for in-house training (no cost training form)

5. Flowchart

Identifying and Providing Required Training



* Shaded box out of scope of this HCP

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<u>Number</u>	<u>Responsibility</u>	<u>Process Description</u>
6.0	Code CP	The Headquarters Human Resources Management Division (Code CP) ensures that only qualified personnel are hired to perform the functions for which they will be assigned. This is performed through matching potential employee qualifications with education, training, and/or experience requirements, as well as duties of the position as described in the position description for the job. In addition, all permanent reassignments within NASA Headquarters shall be approved through Code CP to ensure that personnel being reassigned are qualified to fill the position. All non-NASA personnel shall be qualified, based on similar processes. For example, visiting scientist support obtained under an Intergovernmental Personnel Act (IPA) agreement shall be qualified, based on matching position requirements with qualifications of potential candidates. The remainder of this HCP focuses on training personnel in subject matters of particular importance to NASA Headquarters once they are determined qualified and hired.
6.1	Supervisor/ Employee	As stated in NPD 3410.2, "all managers and supervisors jointly share with their subordinates responsibility and accountability for their development and training." As a result, the need for required training, or desire for developmental training, may be initiated by either the supervisor or employee.
6.2	Supervisor	Is the training required per the definitions of training in 3.1 of this HCP? If "No", go to 6.2.1. If "Yes" go to 6.2.2. Note: While it is in the supervisor and employee's best interest to agree if training is required, the supervisor maintains the final authority to determine if training is required or not (subject to appeals to higher authorities).
6.2.1	Code CP	Developmental training is handled through a separate Individual Development Planning (IDP) process and is not within the scope of this HCP at this time. If training is deemed "developmental," then this process ends and feeds the IDP process.

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**6.2.2 Employee/
Supervisor**

Each employee schedules the training with the training source per any instructions and approvals from the supervisor and/or training source. Three types of training forms shall be used, depending on the training source and nature of training. The training source shall provide guidance to employees on forms required for registration and to certify completion (which then become records). However, the following guidance applies to use of training forms:

NHQ Form 0056 – generally used for formal training in which the benefiting NASA organization is charged a cost for the employee to attend.

NHQ Form 228 – generally used for any non-OJT in which the benefiting NASA organization is charged no cost for the employee to attend.

Appendix A to HCP 3410-4 – used for all required OJT.

Required training can be either OJT or more formal training coordinated through the OHR. Discretion is left to the supervisor to determine what training is required and whether it takes the form of OJT or more formal training, coordinated through OHR. **However, Appendix A lists the minimum-required OJT for all new employees and existing employees who change job functions and provides space for supervisors to list additional, organizational-specific required OJT. At a minimum, supervisors shall ensure the following:**

1) Appendix A is appended with any additional, organizational-specific OJT required by the organization, and

2) All new hires to NASA Headquarters and existing employees who change job functions complete the required OJT within 30 days of their appointment.

Note: Appendix A identifies two levels of Quality System OJT; Quality System (General) and organizational-unique Quality System training. General training may be fulfilled by requiring a new employee to read the applicable documents and demonstrate an understanding of the material through an open discussion with the supervisor.

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The content and format for organizational-unique training is left to the discretion of each organization. However, each organization shall ensure that the content and format of organizational-unique Quality System training is consistent for all new employees to the organization to facilitate a common understanding.

Lastly, supervisors shall ensure that all non-OJT training deemed required by the organization is scheduled and completed by the employee at the earliest available time, given the criticality of the need and impact on product quality.

- | | | |
|--------------|--|---|
| 6.2.3 | Employee | Employee completes required training |
| 6.2.4 | Supervisor/
Training
Source | If training is non-OJT coordinated through GSFC OHR, then the training source provides a course roster as a record of student completion to GSFC OHR. If training is OJT, then the supervisor certifies training on Appendix A. The record is then kept with the supervisor's single-letter code organization in a location designated by the Associate or Deputy Associate Administrator of that organization. Records shall be maintained in conjunction with paragraph 7, Quality Records. |

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7. Quality Records

RECORD ID	OWNER	LOCATION	RETENTION	MEDIA ELECTRONIC/ HARD COPY	DISPOSITION
Course roster	GSFC OHR	GSFC OHR	Hard Copy: 3 years following completion of course Electronic: Length of Employment	Hard copy/ Electronic	Destroy
Appendix A to HCP 3410-4	Single letter code organization	Single letter code organization	Length of employment	Hard copy/ Electronic	Destroy

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Appendix A: REQUIRED HQ QUALITY SYSTEM OJT FORM - After completing and signing, the supervisor should file a record of this form in conjunction with the guidance provided in HQSM 1200-1 and paragraph 7 of HCP 3410-4.

EMPLOYEE'S NAME: _____

CODE: _____

DATE OF APPOINTMENT: _____

TRAINING REQUIREMENT	New Hire/ New Function	Providing Organization	Supervisor's Signature/Date
HQ Quality System (General): 1. Quality System Manual ¹ 2. HCP's ² 3. QSDN System ³	New Hire		_____ _____
Organizational-Unique OJT 1. Goals and Objectives ⁴ 2. Agreements ⁵ 3. Technical Guidelines ⁶ 4. OWIs ⁷	New Hire/Function		_____ _____

ADDITIONAL ORGANIZATIONAL SPECIFIC OJT

Requirement *(list if any) Date Completed Supervisor's Signature

1. _____

*** Additional training may be listed on separate, attached pages.**

¹ Quality System Manual (QSM)—Employee should be able to discuss the components of the HQ Quality System as described in the QSM.

² HQ Common Processes—Employee should be able to discuss HCP's, their purpose, and how the processes work.

³ QSDN—Employee should be able to discuss how to access the Quality System Deficiency Notice System to report potential deficiencies in the HQ Quality System.

⁴ Goals and Objectives—Employee should be able to discuss his/her new organization's goals and objectives and how they relate to his/her new position.

⁵ Agreements—Employee should be able to generally discuss any agreements made which affects the employee's work.

⁶ Technical Guidelines—Employee should be able to generally discuss technical guidance which applies to the employee's work.

⁷ OWIs—Employee should be able to generally discuss the key products and processes of the organization.