

PART 2057 - TRAINING

Subpart G - Executive, Management and Supervisory Development

§2057.301 Background.

Throughout Rural Development, effective program delivery requires management excellence managerial performance that results in the successful implementation of Agency policies and program initiatives. Achieving and sustaining management excellence requires the Agency to ensure appropriate levels of expertise among its managerial and supervisory personnel. One method for accomplishing this task is a management development program for Agency executives, managers and supervisors. For this reason, Rural Development has mandated a formal Executive-Management-Supervisory (EMS) development program.

§2057.302 Purpose.

The EMS development program provides a systematic process whereby Agency EMS employees can master the supervisory and managerial knowledges, skills and abilities (KSA's) necessary for performing official duties and responsibilities of their assigned positions and for improving Agency effectiveness and efficiency, as well as the capability for responding flexibly to new and changing demands. The development program is a positive strategy for increasing managerial excellence in Rural Development.

§2057.303 Legal and regulatory basis.

Developmental activities carried out under the Rural Development EMS development program are pursuant to, and consistent with, the provisions of:

- (a) Public Law 85-507, "The Government Employees Training Act," July 7, 1958.
- (b) Public Law 95-454, "Civil Service Reform Act," October 13, 1978.
- (c) FPM 315, 9-5a, "Probation on Initial Appointment to a Supervisory or Managerial Position."

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- (d) FPM 412, "Executive, Management and Supervisory Development."
- (e) DPM 412, "Executive Development."

§2057.304 Coverage.

The EMS development program applies to the following positions:

- (a) County Supervisors
- (b) Assistant County Supervisors
- (c) District Directors
- (d) Assistant District Directors
- (e) Program Chiefs
- (f) Administrative Officers
- (g) State Directors
- (h) Finance Office Managers/  
Supervisors
- (i) National Office Managers/  
Supervisors and
  
- (j) All other supervisory and managerial positions as defined by the "OPM Supervisory Grade-Evaluation Guide for Position Classification."

§2057.305 Policy.

Rural Development's policy in implementing the EMS development program.

- (a) Assure that all EMS employees have an EMS Individual Development Plan (IDP).
  
- (b) Assure that the identification and selection of development needs and activities are consistent with Rural Development program missions and goals.
  
- (c) Assure that supervisors of EMS employees have an "EMS training and development" performance element included with their performance standards.
  
- (d) Require monitoring and evaluation of the effectiveness of EMS development activities.
  
- (e) Adhere to recognized merit based evaluation principles in order to provide fair and equal opportunity for all Rural Development EMS employees.

§2057.306 Basic procedures.

The general process and procedures by which individual EMS development needs are determined and developmental activities selected are as follows:

- (a) Identify the specific managerial KSA's required to perform the official duties and responsibilities of the EMS employee's assigned position.
- (b) Assess the degree to which the EMS employee possesses the required managerial KSA's. Those KSA's requiring improvement are designated as individual EMS development needs.
- (c) For each KSA requiring improvement, identify the optimum developmental activity which will assist the EMS employee in attaining the desired level of proficiency.
- (d) Prepare a current year development plan. The plan should include only those developmental activities which can be reasonably accomplished during the succeeding 12 months.

The entire process can be accomplished through the utilization of an EMS-IDP. The EMS-IDP (Form RD 2057-9, "Executive-Management-Supervisory (E-M-S) Individual Development Plan") should be prepared on or about the time an EMS employee is scheduled to receive his or her annual performance rating, and reviewed annually and revised or updated as necessary.

To assist EMS personnel and their supervisors in conducting EMS development conferences determining development needs and selecting developmental activities an "Executive, Management, and Supervisory Training and Development Guidebook" has been developed. Copies can be ordered from the Rural Development Finance Office.

§2057.307 Assignment of responsibilities.

Within the context of Rural Development's EMS development program, the following responsibilities are assigned:

- (a) Organization, Management and Training Division (OMTD) is responsible for:
  - (1) Providing general direction, leadership, and staff assistance in the development and establishment of Agency EMS development activities.
  - (2) Developing resource materials and instruments for implementing and conducting EMS development program activities.

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- (3) Monitoring and evaluating the effectiveness of EMS development activities.
- (b) Associate and Deputy Administrators are responsible for:
- (1) Implementing the EMS development program within their domain of responsibility.
  - (2) Assuring that all EMS employees within their organization have an EMS-IDP.
  - (3) Assuring that supervisors of EMS employees are evaluated and rated on their "EMS training and development" performance element.
- (c) State Directors are responsible for:
- (1) Implementing the EMS development program within the State.
  - (2) Assuring that all State EMS employees have an EMS-IDP.
  - (3) Assuring that supervisors of EMS employees are evaluated and rated on their "EMS training and development" performance element.
- (d) Assistant Administrators and Division and Staff Directors are responsible for:
- (1) Implementing the EMS development program within their domain of responsibility.
  - (2) Assuring that all EMS employees within their organization have an EMS-IDP.
  - (3) Assuring that supervisors of EMS employees are evaluated and rated on their "EMS training and development" performance element.

- (e) Supervisors of EMS employees are responsible for:
  - (1) Conducting EMS development conferences with all EMS employees under their direct supervision.
  - (2) Assuring that the general process and procedures by which individual EMS development needs are determined and developmental activities selected are followed. (Refer to Section 2057.306 of this subpart.)
- (f) Basic responsibility for each EMS employee's EMS development rests with the EMS employee. Each EMS employee is encouraged to exhibit initiative in developmental activities and to demonstrate improvements that result from these activities.

§2057.308 Program Review and Evaluation. [Added 5-13-87, PN 51.]

- (a) Background. To evaluate the benefits and costs of EMS development programs, OPM has required agencies to include a monitoring and evaluation component. Specifically, agencies are instructed to:
  - (1) Maintain adequate documentation of program efforts and costs to demonstrate that OPM and Agency EMS development policies are being implemented; and
  - (2) Submit program information to OPM as requested to assist in government-wide evaluation efforts.
- (b) Objective. The purpose of the review and evaluation component is to assess Rural Development EMS development efforts in achieving and sustaining appropriate levels of managerial and supervisory expertise among Agency EMS personnel.
- (c) Requirements. The general procedures and instructions by which organizational EMS development accomplishments will be reviewed and evaluated are as follows:
  - (1) Prior to the beginning of the annual performance appraisal year (normally July 1), each organization will determine its EMS development needs and planned developmental activities.

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(2) At the conclusion of the annual performance appraisal year, the organization will determine the EMS development activities actually completed.

(3) This information and data will be consolidated into a report (Form RD 2057-10, "EMS Development Accomplishments and Planning Report"), and submitted to the Chief, Training Branch, Personnel Division, on or before July 31 of each year.

(4) Organizational units should establish and maintain internal information systems to collect, store, and summarize the required raw data. The data can be obtained by consolidating the information contained in the following resource documents:

(i) Form RD 2057-9, (for needs identification and planned activities).

(ii) SF-182, "Request, Authorization, Agreement, and Certificate of Training," (for activities completed).

(5) To assure a comprehensive data source for obtaining information related to actual activities completed, process all authorizations for EMS training and development on Form SF-182. This includes activities of less than 8 hours.

§§2057.309 - 2057.350 [Reserved].