

MEMO #3: ENHANCING FEDERAL TRAINING AND DEVELOPMENT

***Abstract:** To address increased demands on the federal workforce, we recommend the President and Congress enhance funding for training and development to drive a cultural shift that rewards individual achievement and innovation.*

Background

There is little debate that the jobs of federal workers have become more exacting, especially as workloads have increased with a slimmed-down federal workforce. Today, the training, development, and educational needs of the federal workforce, both civilian and military, are among the most demanding of any organization. Federal workers must come with higher levels of education to qualify for their professional jobs. Despite aspersions in the political arena, federal agencies are expected to be organizational role models, technological trendsetters, and articulators of best practices.

Recommended Actions

We recommend that the President and Congress reinvigorate federal training and development efforts to serve as a natural complement to compensation policies aimed at rewarding individual effort and achievement. Specifically, we recommend the following:

- **Increased emphasis on training and development by the Federal Government's political and bureaucratic leadership.** In order to achieve a cultural shift that welcomes and rewards training and development activities, these activities need to be supported at the highest levels of the government. Employees take their lead from political and bureaucratic leaders. If training and development are valued and rewarded in the federal workplace for a sustained amount of time, a shift in the organizational culture will have begun.
- **Specific funds need to be set aside for training and development activities.** A source or fixed percentage of funding not subject to normal budgetary pressures should be set aside to fund training and development activities. Such a funding source will provide necessary stability and continuity throughout budgetary peaks and valleys.
- **Closer ties between training and development, and career progression.** A revitalized federal compensation system that links salary progression to individual achievement can most easily be accomplished through career ladders linked to individual training and professional development accomplishments. Such progression is transparent and appropriate for a large and diverse organization such as the Federal Government.