

7 Training and Development

710 Overview

711 Training and Development Definitions, General Policy, Goals, Objectives, and Categories

711.1 Definitions

The following definitions are provided to clarify the use of training and development terms in this chapter:

- a. *Learning* — the process of an individual acquiring or changing a specific knowledge, skill, or attitude. Learning may result in a change in behavior.
- b. *Education* — the process of an individual acquiring a repertoire of general and specific knowledge, skills, and attitudes that determine behavior, contribute to employability and career growth, and ultimately influence organizational behavior.
- c. *Training* — the planned and organized learning activities that are designed to enable employees to perform their jobs as required by the organization. Training is aimed at filling the gaps between job requirements and the competencies of employees selected for the jobs.
- d. *Development* — the planned and organized activities that are employed at the organizational level, by which the organization assures a continuous flow of highly qualified human resources to meet current and future workforce needs. Individual development occurs as a result of formal and informal learning, education, training, and job and other life experiences.

711.2 General Policy

711.21 Strategy

The people employed by the Postal Service are its major asset, and the training and development of these human resources is a key investment strategy for individual and organizational success. The Postal Service provides systems and resources to meet the training and development needs of its employees, to fulfill organizational skill requirements, and to provide individuals with career growth opportunities. Broadly stated, it is Postal

Service policy to provide employees with training and development opportunities consistent with operational requirements, occupational categories, and skill requirements.

711.22 **Methods**

Employees are provided with both formal and informal learning experiences that contribute to individual growth and improved performance in current or future jobs. Formal training and development systems are organized to achieve the knowledge, skill, and attitude learning objectives of employees and certain specifically-designated applicants for employment. Job and other life experiences provide informal learning.

711.23 **Responsibility**

Responsibility for the training and development of postal employees is shared by the individual employee, his or her supervisor or manager, and the organization.

711.3 **Purpose and Goals**

The purpose of training and development is to organize the learning process; expedite the acquisition of knowledge, skills, and attitudes required for effective job performance; and provide employees with career growth opportunities consistent with corporate goals, objectives, and strategies. Training and employee development programs are designed to be effective, efficient, and timely, using sources, methods, and strategies consistent with the following goals:

- a. Ensure availability of human resources to meet present and future organizational needs.
- b. Ensure linkage with corporate goals and business strategies.
- c. Provide learning experiences that are responsive to the training and development needs of postal employees.
- d. Support the Postal Service policy of promoting from within.
- e. Make instruction timely using the most cost-effective methods.
- f. Reduce instructional time without cutting student achievement.
- g. Eliminate the over and undertraining of employees throughout the system.

711.4 **Objectives**

Training and development activities are planned on the basis of need and demand to meet one or more of the following objectives:

- a. Enable employees to upgrade or maintain proficiency in their current jobs.
- b. Enable employees to learn new postal systems, procedures, or technologies.
- c. Enable managers, staff personnel, technical specialists, and others to keep abreast of new ideas, techniques, and concepts having potential application to postal operations or within a professional occupation.

- d. Enable employees to acquire job-related knowledge, skills, and attitudes after selection for, or assignment to, a specific position or duty.
- e. Enable employees to develop knowledge, skills, and attitudes as part of a succession planning system.
- f. Enable employees to obtain and/or enhance knowledge, skills, and attitudes unrelated to their present duties in order to attain self-determined goals or career objectives.

711.5 **Categories of Training and Development**

711.51 **Job Training**

711.511 **Description**

Job training is required by management to qualify an employee for presently assigned duties, to improve an employee's performance of assigned duties, or to prepare an employee for a future assignment subject to selection procedures. Job training is always compensable for Fair Labor Standards Act (FLSA) nonexempt employees.

711.512 **Conditions**

In job training, all of the following conditions apply:

- a. Management requires attendance at the training.
- b. The training is directly related to the performance of the employee's current job or specific future assignment subject to satisfactory completion of the training and/or a job examination.
- c. Refusal to attend the training, or less than satisfactory performance in the training, may jeopardize the employee's present position or make the employee ineligible for qualification or promotion to a specific position or duty.

711.513 **Examples**

Specific examples of job training are:

- a. Postal orientation for a new employee.
- b. A Postal Employee Development Center (PEDC) course in electricity, mechanics, or basic electronics for a mechanic, MPE.
- c. A driver training program for a motor vehicle operator.
- d. A PEDC financial transaction course for a window clerk.
- e. A PEDC or Technical Training Center digital electronics course for an electronics technician.
- f. A window clerk training program for a distribution clerk who is the senior bidder for a window clerk position.
- g. A postmaster course taken in preparation for a specific officer-in-charge (OIC) assignment.
- h. The Supervisory Training System (STS) for a newly appointed supervisor.
- i. Scheme training for an employee in the deferment period established by Article 37, Section 3.F.3, of the USPS-APWU/NALC National

Agreement when the employee qualifies for and accepts the preferred assignment.

711.52 **Self-Development Training**

711.521 **Description**

Employees may request to participate in training programs that are not directly related to their current jobs in order to attain self-determined goals or career objectives. Such participation by FLSA nonexempt employees is noncompensable and must be approved by management in advance if postal resources are to be used. Managers should take into account the provisions of 713.1 and 713.2 prior to approving requests for self-development training.

711.522 **Conditions**

In self-development training, all of the following conditions apply:

- a. The employee's request to participate in the training is voluntary.
- b. Participation in the training is outside the employee's regular working hours.
- c. The training is not directly related to the employee's job or to a definite future assignment subject to satisfactory completion of training and/or job examination.
- d. The employee does not perform any productive work during the training.
- e. Management approves the employee's participation in the training if the training involves the use of postal resources.

711.523 **Job Relatedness**

Relatedness to a specific job must be determined on an individual basis. If the subject matter of the training program is directly related to the FLSA nonexempt employee's current job or definite future assignment subject to selection requirements, the time spent by the employee in training is compensable under FLSA as job training. Therefore, such a program would not meet the requirements for self-development training for that particular employee.

711.524 **Examples**

Specific examples of self-development training are:

- a. A PEDC course in basic mathematics for a secretary.
- b. A PEDC course in writing skills for a MPLSM operator.
- c. A postmaster's course for a special delivery messenger.
- d. A PEDC course in accounting for a mail handler.
- e. A local college or university course in engineering for a letter carrier.
- f. A local college or university course in sales management for a mail processing supervisor.

711.53 **Job Experiences**

711.531 **General**

Job experiences can contribute significantly to maintaining, improving, or developing knowledge, skills, and attitudes.

711.532 **Within Current Job Assignment**

Learning experiences can be incorporated within the employee's current assignment to increase and/or enhance knowledge, skills, and attitudes. Examples include the following:

- a. Task force assignments.
- b. Committee assignments.
- c. Special projects.
- d. Assignments of additional responsibilities or new duties.
- e. Tutoring by a technical expert.
- f. Special work assignments that focus attention on improving supervisory, managerial, or technical behaviors.

711.533 **Outside Current Job Assignment**

Assignments to work and/or to positions outside the current job and job location on a temporary basis are productive means that serve both organizational and employee development needs. From the employee's perspective, such assignments provide opportunities to learn new and different skills and abilities. From the organization's perspective, such assignments can provide efficient means of drawing on particular technical or managerial expertise to accomplish work for the organization. Examples include the following:

- a. Assignment to a leadership or staff role on a special task force or project.
- b. Temporary assignment to another position within or outside the organization, at the same level, lower level, or higher level. (See 350 for more specific information about temporary assignments.)

712 **Training Compensation Guidelines**

712.1 **General**

The determination as to whether time spent in training is compensable depends on the FLSA status of the employee (exempt or nonexempt), the category of training (job or self-development), and when the training takes place (on or off the clock). The application of these concepts is explained in 438.

712.2 **FLSA Considerations**

712.21 **Coverage**

Compensable training time includes time spent in actual training and all related study, practice, and laboratory time suffered or permitted by management.

712.22 **Conformance**

Unless otherwise specified, all training programs delivered to FLSA nonexempt employees are designed and scheduled to conform to a training day of no more than 8 hours and a training week of no more than 5 consecutive workdays.

712.23 **Disclaimer**

Nothing herein is intended to make any training compensable that is not otherwise required to be compensable pursuant to FLSA.

712.3 **FLSA Responsibilities**

712.31 **Management**

Management must inform each employee of all factors relevant to the training program being taken, such as allotted time, nonavailability of supplemental training time, and the prohibition on removing training materials from postal premises.

712.32 **Employees**

Each employee must follow the applicable rules and guidelines of any training or employee development program.

713 **Selection**

713.1 **Equal Opportunity Policies**

The selection of employees to participate in training must not be discriminatory based on race, color, religion, sex, age, national origin, physical or mental handicap, or any other nonmeritorious factor. If the training is to be considered in a subsequent personnel action, all eligible employees must be considered for the training.

713.2 **Selection Considerations**

Except as otherwise specified in the collective-bargaining agreements, the following factors must be considered in selecting individuals for training:

- a. The degree to which an employee's improved performance will benefit the Postal Service by helping to achieve immediate organizational needs.
- b. The relative degree of an employee's need for training.
- c. The extent to which an employee's performance is likely to be improved by training.
- d. The degree to which the Postal Service will ultimately benefit from an employee's improved performance.
- e. The results of previous training completed by an employee.
- f. An employee's own interest in and efforts to improve work performance.

- g. The potential of an employee for advancement to positions in which the training can be used beneficially.
- h. The ability of an employee to pass the training on to others upon return to the job, if appropriate.
- i. Affirmative action goals.

713.3 **Assignment After Training**

Unless specifically stated in current directives, successful completion of a training or development program does not guarantee promotion or selection to a given vacancy. There are many learning experiences that are considered beneficial to the individual and to the organization but which do not necessarily lead to advancement. An employee's success in completing a training or development program does not always mean the employee will obtain a promotion; it may mean that the employee has acquired new or improved behaviors for improving performance on the same job.

714 **Training Delivery**

714.1 **General**

714.11 **Types of Training Delivery**

The types of training delivery are:

- a. *Postal Training.* Training conducted by (1) Postal Service sources or (2) nonpostal sources under contract with the Postal Service.
- b. *Nonpostal Training.* Training conducted by nonpostal sources under a tuition or registration fee arrangement funded in whole or in part by the Postal Service.
- c. *Other Training.* Training conducted by nonpostal sources without any involvement or funding by the Postal Service. This training, described in 438.213, covers those employees who, on their own initiative, attend an independent school, college, or trade school during nonduty hours.

714.12 **Choices of Training Source**

714.121 **Considerations**

Most employee training is accomplished in house by postal sources. Managers may choose to use a nonpostal training source only if such a source is justified after considering the need, cost, benefit, and training available through postal sources.

714.122 **Justification**

To ensure compliance of training by contract or outside vendors, the approving official should obtain signed and documented justification showing concurrence by the local training manager before signing Form 1782, *Training Request and Authorization*.

714.2 **Postal Training Delivery**

714.21 **Delivery Modes**

Postal training is conducted locally and/or off site at a resident or other facility.

714.22 **Delivery Sources**

714.221 **Field Programs Training Branch**

The Field Programs Training Branch of the Training and Development Department (TDD) develops and maintains national field programs which are administered in one of the following ways:

- a. *PEDCs*. All local training is administered through the servicing PEDC. The PEDC also coordinates participation in off-site training and nonpostal training. Examples of PEDC training programs are postal orientation and basics courses fulfilling the requirements of Handbook EL-701-A, *New Employee Training for Nonmaintenance Employees*, and Handbook EL-701-B, *New Employee Training for Maintenance Employees*; introductory courses; courses or activities which support the local Postal Career Executive Service (PCES) executive's philosophy or requirements for enhancing unit performance; and miscellaneous management and professional courses.
- b. *Correspondence Programs*. All national correspondence programs formerly administered by the Field Programs Training Branch of TDD have been converted to PEDC programs. These programs include a variety of subjects for job and self-development training.

714.222 **Regions and Divisions**

Regions and divisions may administer local training and other training as authorized in 721.22.

714.223 **Technical Training Center**

The Technical Training Center, TDD, administers national postal technical maintenance programs.

714.224 **Management Academy**

The William F. Bolger Management Academy and its field centers, TDD, administer national postal management and professional programs.

714.225 **Inspection Service Career Development Branch**

The Inspection Service Career Development Branch administers programs for postal inspectors and security police.

714.226 **Postal Satellite Training Network**

Training programs developed for delivery by satellite are administered by the appropriate training organization and delivered through the Postal Satellite Training Network (PSTN).

714.3 **Nonpostal Training Delivery**

Examples of nonpostal training delivery sources are other government agencies; colleges, universities, and vocational schools; and other nonpostal

organizations and vendors. The normal delivery mode for nonpostal training is off site at a nonpostal facility. (See 740.)

715 **Postal Training Systems**

715.1 **Explanation**

Postal Service training systems are designed for specific postal employee categories (craft, technical, professional, supervisory, managerial, and executive employees). Individual courses within these training systems are described in the TDD's *General Training Catalog*.

715.2 **Postal Orientation**

Postal Orientation (Tier 1 of New Employee Training) is required for newly hired career employees at all levels on their first day of official duty. Handbook EL-701-A and Handbook EL-701-B provide detailed policies and procedures for postal orientation training, which is administered through the PEDCs.

715.3 **Craft Training**

715.31 **Basics**

Craft Basics (Tier 2 of New Employee Training) is required on the first workday following completion of postal orientation training for newly appointed career craft employees. Handbook EL-701-A and Handbook EL-701-B provide detailed policies and procedures for craft basics training, which is administered through the PEDCs.

715.32 **Skills Building**

Craft Skills Building (Tier 3 of New Employee Training) is required for (a) newly appointed career craft employees, (b) current career employees transferred to a different craft, and (c) craft employees given new duties within the scope of their assignments at the direction of management. Craft skills building training usually follows craft basics training and is normally provided before an employee is required to perform duties under routine supervision. Handbook EL-701-A and Handbook EL-701-B provide detailed policies and procedures for craft skills building training programs, which are administered through the PEDCs.

715.33 **Career Basics**

Career Basics (Tier 4 of New Employee Training) is required for newly appointed career employees at the conclusion of their probationary period. Handbook EL-701-A and Handbook EL-701-B provide detailed policies and procedures for career basics training, which is administered through the PEDCs.

715.4 **Technical Maintenance Training**

715.41 **General**

Technical maintenance skills training beyond that stated in Handbook EL-701-B is required for employees assigned to, or selected for, specific maintenance positions and duties. Such training is normally provided before an employee assumes new job responsibilities.

715.42 **Subjects**

The total technical maintenance curriculum covers both fundamental and specialized knowledge and skills related to the maintenance of Postal Service buildings, equipment, and systems.

715.43 **Delivery**

Delivery depends on the type of training:

- a. Maintenance courses offering basic, introductory, or stand-alone training are delivered locally.
- b. More advanced maintenance courses are taught in combined classroom and laboratory courses at the Technical Training Center. Local management and the PEDC are responsible for ensuring that an employee has taken and passed any required prerequisite training before being sent to the Technical Training Center.
- c. Additional follow-on training is administered on site after an employee participates in certain advanced resident Technical Training Center courses.
- d. Maintenance training may also be delivered by vendors and vocational or technical schools when postal training is unavailable.

715.5 **Management and Professional Training**

715.51 **General**

The William F. Bolger Management Academy provides training and development activities for postal professionals, specialists, supervisors, and managers. Resident instruction is conducted at the Management Academy in Potomac, MD; at Academy Field Centers located in Memphis, TN, Oakbrook, IL, and Los Angeles, CA; and at other sites jointly determined by field divisions and the Academy. The curriculum consists of the following major areas of instruction:

- a. *Advanced Management Program (AMP)*. This comprehensive educational and developmental program is offered to managers of managers nominated by an Associate Postmaster General, a Senior Assistant Postmaster General, or a Regional Postmaster General.
- b. *Supervisory Training System (STS)*. This training is required for all newly promoted first-level supervisors. See the related management instruction for a detailed description of STS.
- c. *Managerial Training System (MTS)*. This training is required for all newly promoted managers of supervisors (except those in the

Inspection Service). See the related management instruction for a detailed description of MTS.

- d. *Specialist, Added Skill, Mechanization, and Automation Training.* These courses are elective for professionals, specialists, and incumbent supervisors and managers.

715.52 **Curriculum Guide and Enrollment**

TDD's *General Training Catalog* and TD-263, *Curriculum Guide — Management Academy*, contain descriptions of the required and elective managerial and professional training courses. Enrollment into the required courses is initiated by a computerized process that extracts pertinent information from transactions recorded on Form 50, *Notification of Personnel Action*. Local management determines who is to participate in the elective courses and uses the Automated Enrollment System (AES) to initiate enrollments into the elective courses. Non-AES offices must contact the Management Academy registrar for elective enrollments.

715.53 **Executive Education and Training**

Selected experienced postal managers are provided education and training opportunities to participate in advanced management courses. These university programs are designed to improve and expand executive capabilities in current and future positions. Each year the Headquarters Human Resources Group provides information about current guidelines on executive education and training opportunities.

715.54 **Other**

Other training of either a general or specialized nature is provided, as needed, for management and professional personnel using internal or external sources to ensure current and continued professional competence.

715.6 **Inspection Service Training**

715.61 **General**

Initial and in-service training is required for postal inspectors and security police officers. Such training for Inspection Service personnel is developed and administered by the Career Development Branch of the Inspection Service.

715.62 **Inspectors**

Initial training for newly appointed inspectors is an extensive program of resident training combined with field instruction. In-service resident training courses, supplemented by correspondence programs, are provided as needed to incumbent postal inspectors.

715.63 **Security Police Officers**

Newly appointed security police officers initially receive a program of resident training, and incumbent security police officers are given state-of-the-art field training.

716 Expenses

716.1 Travel

716.11 General

The Postal Service pays necessary travel expenses (transportation, lodging, and per diem) in accordance with Handbook F-10, *Travel*, to compensate employees for costs directly related to authorized off-site training and development activities. Authorized travel-for-training expenses are claimed on Form 1012, *Travel Voucher*, or Standard Form 1164, *Claim for Reimbursement for Expenditures on Official Business*, as outlined in Handbook F-10. It is important that these expenditures be charged to the proper travel-for-training account, to distinguish them from other travel expenses for official purposes. Managers should ensure that employees who travel to off-site training are provided with sufficient funds to cover necessary expenses at the training site.

716.12 Intermediate Travel Home

716.121 General

Employees are authorized an intermediate weekend trip to their permanent duty station during extended training sessions as follows:

Duration	Number of Trips
Training of 3 weeks or less	None
Training of 4-6 weeks	1 trip
Training of 7-9 weeks	2 trips
Training of 10-12 weeks	3 trips
Weekend trips for training of longer duration are authorized based on the same time increments.	

716.122 Scheduling

Specific weekend travel scheduling information is given to each employee scheduled for a course in excess of 3 weeks.

716.123 Trip Destination

A weekend return trip may be authorized only to the employee's permanent duty station or home of residence.

716.124 Spouse Traveling in Lieu of Employee

Instead of the employee's taking an intermediate trip home, the employee's spouse may travel to the training site, with the Postal Service paying for the spouse's round-trip fare in accordance with section 636 of Handbook F-10.

716.2 Facilities

Postal facilities are to be used for postal training when available and adequate. If they are not available, consideration is to be given to using facilities available through other government agencies, including the military service. Training facility managers have the authority to assign students

either to owned or leased Postal Service lodging or to commercial lodging, based on local availability.

716.3 **Tuition, Fees, Books, and Supplies**

The Postal Service pays approved expenses for tuition, fees, books, and supplies for authorized nonpostal training. (See 740.)

716.4 **Injury Compensation and Student Welfare**

Lost time for injuries occurring to students during resident postal training is charged to the student's home office. The employing office must notify the registrar of the Technical Training Center or the Management Academy of students who have physical disabilities or other medical conditions that may require special attention at the resident training facility.

717 **Nonpostal Personnel Participation in Postal Training**

Postal training may be provided to nonpostal personnel as follows:

- a. *Other Government Agency Employees.* Representatives of other government agencies may participate in postal training programs if approved by the Assistant Postmaster General (APMG) of TDD. The training must be officially requested and must not interfere with postal needs. Reimbursement, if any, is determined on an individual basis.
- b. *Official Contractor Employees.* Postal Service contractor representatives may participate in postal training programs if approved by the APMG of TDD, and if the training can be provided without interfering with postal needs. Reimbursement, if any, is determined on an individual basis.
- c. *Foreign Government Employees.* Representatives of governments or postal systems of other nations may participate in postal training if the training is officially requested through the Headquarters Office of International Postal Affairs and can be provided without interfering with postal needs. Such training is coordinated through the APMG of TDD.
- d. *Contract Stations.* Personnel at contract stations may participate in retail services training if the training is approved by the field division general manager/postmaster or another installation head in coordination with the PEDC.
- e. *Other.* Other nonpostal personnel may participate in postal training programs if the training is specifically approved by the APMG of TDD.

718 **Contract and Noncareer Personnel Participation in Nonpostal Training**

Nonpostal training may be provided to contract and noncareer personnel if approved by a PCES executive in accordance with 740.

720 Training and Development Responsibilities and Functions

721 Organizational Responsibilities and Functions

721.1 Headquarters

The Senior Assistant Postmaster General of the Human Resources Group, through the Assistant Postmaster General (APMG) of the Training and Development Department (TDD) is responsible for the Postal Service training and development systems.

721.2 Training and Development Department

721.21 General

The APMG of TDD is responsible for overall management of the USPS training and development systems and programs. In cooperation with other Headquarters organizations, regions, and divisions, TDD analyzes training requests and designs, develops, validates, delivers, and evaluates national postal training and development programs. TDD either administers these programs directly or, in the case of most field programs, distributes them to the field for local administration.

721.22 Training Program Development

721.221 Training and Development Department

To ensure cost effectiveness and conformance with Headquarters' policy, TDD develops all national postal training programs except those developed by regions and divisions in the circumstances described in 721.222.

721.222 Regions and Divisions

a. *Types of Programs:*

- (1) Regions and divisions may develop localized training — to provide orientation, to implement local policies and procedures, or to meet needs not covered by nationally available programs, for example — provided the training is not in conflict with previously established national training programs.
- (2) Regions and divisions may develop specific Handbook EL-701-A and Handbook EL-701-B training until such training becomes available as a national program.

b. *Requirements.* Regional and divisional training programs must fulfill the following requirements:

- (1) Any regional and/or divisional training program procured externally that exceeds the organization's contracting authority must be reviewed and approved by TDD prior to acquisition.
- (2) Training Activities Reporting System (TARS) course numbers must be obtained for all regional and divisional training programs.

- (3) Copies of regional and divisional training programs may be submitted to TDD for possible use in developing national training programs.

721.23 **Course Acquisition System**

TDD uses a course acquisition system to process requests for new or revised training. Clients requesting training from TDD are responsible for assisting TDD in analyzing the request; providing subject matter experts for the design and development of the training; and participating in the validation, delivery, and evaluation of the new or revised training. Specific course acquisition policies and procedures may be obtained from TDD upon request.

721.24 **Employee Development**

721.241 **General**

TDD is responsible for:

- a. Developing, implementing, and monitoring national structured employee development programs for specific populations or functional groups, such as the Career Ladder Program, the Management Associate Program, the Management Intern Program, the Management Trainee Program, the Professional and Specialist Trainee Program, and the Summer Intern Program. These programs are summarized in 721.242 through 721.247, with more detailed information provided in the management instructions for the programs.
- b. Providing career information on specific occupations for use by craft and other employees for career planning and decision making.
- c. Analyzing career needs of specific populations in order to design and provide specific programs to improve current knowledge, skills, and attitudes.
- d. Collecting and evaluating data to forecast future workforce requirements.
- e. Identifying experiences for employee learning and communicating these experiences to the organization.
- f. Providing consultation services to the regions and divisions regarding employee development policies and practices, including career counseling.

721.242 **Career Ladder Program**

The Career Ladder Program is used in selected occupational series of nonbargaining positions within specific functional areas. These positions are nonsupervisory, professional, administrative, or technical in nature and range between grades EAS-14 and 22. Employees are selected for career ladder positions on the basis of their current experience and qualifications and advance noncompetitively within the ladder structure to the journey level based on demonstrative performance. These positions are currently limited to Headquarters and Headquarters field units. See the related management instruction and publication for further information.

721.243 **Management Associate Program**

The Management Associate Program is used to recruit postal and nonpostal applicants with exceptional management potential. Intensive, on-the-job developmental assignments for a period of up to three years are provided to each management associate. Participants outplace noncompetitively at EAS-19 to 22 in field divisions or other field installations. The field divisions have the primary responsibility for the recruitment, selection, development, and outplacement of management associates, with guidelines and oversight from Headquarters and the regions. See the related management instruction and handbook for further information. There is also a separate Finance Management Associate Program that leads to target outplacement as management sectional center director of finance, EAS-21 or 22, or an equivalent position. Contact the Employee Development and Education Division (EDED) of TDD for further information.

721.244 **Management Intern Program**

The Management Intern Program is used to recruit potential top-level managers and executives. The program covers a 2-4 year period with a mixture of diverse assignments intended to provide a comprehensive overview of the Postal Service. At the successful completion of the program, management interns are outplaced noncompetitively at Headquarters, the regions, or field divisions in positions at EAS-20 to 26 levels. The program is open to both postal and nonpostal applicants. Contact EDED for further information.

721.245 **Management Trainee Program**

The Management Trainee Program is a 2-year developmental program designed to prepare bargaining and nonbargaining employees for higher level management positions. Bargaining unit employees enter the program at EAS-14; nonbargaining employees, at EAS-15 or 16. Target outplacement positions are at levels EAS-17 to 19 in field divisions or other field installations. A typical training program includes rotational assignments in Mail Processing, Customer Services, Human Resources, and Finance, as well as an OIC assignment. See the related management instruction for further information. There is also a separate Finance Management Trainee Program that leads to target outplacement as management sectional center director of finance, EAS-19, or an equivalent position. Contact EDED for further information.

721.246 **Professional and Specialist Trainee Program**

The Professional and Specialist Trainee Program combines work and education to prepare employees to qualify for journey level in professional or specialized fields. The length of each program is determined by the amount of training and experience needed to acquire the qualifications for a targeted position, and can range from 14 to 36 months in length. The program is individually tailored to the trainee's specific developmental needs. Contact EDED for further information.

721.247 **Summer Intern Program**

The Summer Intern Program recruits students from top business schools as part of the recruitment process for the Management Intern Program. Summer

interns are hired at the end of their first year of graduate business school, and work from 6 weeks to 4 months at Headquarters. They are assigned special projects in functional areas reflecting individual interests and skills. Contact EDED for further information.

721.25 **Expert Consulting Services**

TDD provides, upon request and approval, internal and/or external experts to consult with and advise regions and divisions in the analysis, design, development, validation, delivery, and evaluation of training and development programs.

721.3 **Regions**

Regions are responsible for administering training and development policies to:

- a. Supervise the development and implementation of a regional training and development planning system.
- b. Facilitate the flow of information and recommendations about existing training and development policy, efforts, and future needs between Headquarters and the divisions.
- c. Strengthen the ability of divisional training and development professionals to (1) understand policy and to contribute to policy making, (2) administer national programs, and (3) respond to local needs more skillfully and more effectively.
- d. Ensure that divisions are identifying and developing talented persons, including minority members and women, in a fair and orderly manner, especially within management.
- e. Increase the level of management commitment and improve the work environment.

721.4 **Field Divisions**

721.41 **General**

Field division general managers/postmasters (GM/PMs) and other installation heads are responsible for the training and development of their employees consistent with corporate business goals and strategic plans.

721.42 **Specific**

Specific divisional training responsibilities and functions include:

- a. Establishing training and development units within national guidelines.
- b. Implementing training and development staffing criteria within national guidelines.
- c. Establishing and implementing training and development space allocations according to Handbook AS-504, *Space Requirements*.
- d. Implementing national training policies and programs, ensuring that any national training course taught locally is not changed in objective, length, or content without prior approval of TDD.

- e. Implementing TARS within national guidelines.
- f. Monitoring training and its compliance with national training and development policies.
- g. Establishing and implementing other measures to ensure the successful operation of the training and development requirements of the organization.
- h. Coordinating divisional training requirements with TDD. (This responsibility includes coordinating divisional needs for development or purchase of new training programs with TDD in accordance with 721.22.)
- i. Developing or acquiring, and delivering or coordinating, divisional training in accordance with 721.22.

721.5 **Supervisors and Managers**

Supervisors and managers are responsible and accountable for:

- a. Ensuring that employees under their supervision are trained, in a timely manner, to perform their assigned job tasks.
- b. Identifying employees' needs for improvement in their present jobs.
- c. Planning for the training of their employees in coordination with the training systems available for their postal facilities.
- d. Providing follow-up after job training has been completed to ensure optimum and appropriate use of newly acquired knowledge, skills, and attitudes.
- e. Identifying and providing other training to meet the needs of the organization and of individual employees.
- f. Evaluating and supporting, as warranted, employee requests to participate in self-development training opportunities.
- g. Providing employees with information and guidance on career growth.

721.6 **Employees**

Employees are responsible for:

- a. Making effective use of training opportunities, directed by management, in order to perform their duties correctly and efficiently.
- b. Guiding their own growth and development by consulting with their supervisors and pursuing personal career goals.
- c. Continuing to learn throughout their careers to improve their knowledge and skills and to share these with other employees.

722 **Postal Employee Development Center Organization and Operations**

722.1 **Purpose**

PEDCs are field units located in specific postal facilities that provide area-wide training and development support services for all postal personnel

on a continuing basis. The primary mission of the PEDC is to contribute to and foster improved employee job performance. The PEDC also provides counseling to help employees pursue career and self-development goals.

722.2 PEDC Network Operating Procedures

722.21 Geographic Area of Responsibility

722.211 A PEDC's geographic area of responsibility consists of all postal facilities for which the PEDC provides training and development services on a continuing basis.

722.212 Field directors of human resources ensure that all field postal facilities within a geographic area are the responsibility of a specific PEDC. This includes postal facilities with unique purposes, such as Headquarters field units.

722.213 PEDCs must ensure that all employees within their geographic area of responsibility receive required training.

722.22 PEDC Reporting Relationships

722.221 If a PEDC is located in the same office as a division, the PEDC supervisor reports functionally and administratively to the manager of training.

722.222 If the PEDC is located in a management sectional center or associate office, the PEDC manager/supervisor reports functionally to the manager of training at the division in which the PEDC is located, and administratively to the director of human resources of the MSC where the PEDC is located.

722.23 Facilities

722.231 Field division GM/PMs are authorized to establish and/or abolish PEDCs and to determine the specific number and locations of PEDCs within their divisions. Any changes in the PEDC network must be communicated to TDD so that records and distribution lists can be revised in a timely manner.

722.232 Handbook AS-504, Space Requirements, specifies the space allocations for PEDC activities.

722.233 Divisions may establish space for training on an as-required basis at non-PEDC sites. This policy provides space to satisfy training requirements of an intermittent, low-volume nature in cases where it is not cost effective to train in a PEDC office.

722.24 Reviews

Divisional review teams consisting of at least three members (one from divisional Human Resources, one from another functional area, and a manager of training or PEDC manager/supervisor from another division) conduct periodic reviews of PEDCs in the division. These reviews assess the qualitative impact of training and development on postal operating objectives and evaluate PEDC compliance with national policies and divisional guidelines. The results of each review are reported to the Field Division GM/PM who has jurisdiction over the PEDC under review and TDD.

730 Training Procedures

731 Nomination and Registration

The Training and Development Department's *General Training Catalog* provides information on nomination and registration procedures for all categories of postal training, as well as information on individual Management Academy, Technical Training Center, and PEDC courses.

732 Training Records and Reports

732.1 Individual Training Records

732.11 Form 2432, Individual Training Progress Report

Form 2432 is used to register employees for all categories of PEDC programs. All hours engaged in training are recorded on this form.

732.12 Form 2548, Individual Training Record

Form 2548 is used for new employee training. The training agent (PEDC and/or employee's job instructor) and the immediate supervisor complete Form 2548. The PEDC then retains the form at one central location determined by the training supervisor or manager. Upon an employee's assignment to another installation, Form 2548 is forwarded to the personnel office for inclusion in the employee's official personnel file (OPF) for transfer to the receiving office.

732.13 Form 1782, Training Request and Authorization

Form 1782 is used for nomination and registration of employees for off-site postal training and for nonpostal training. Form 1782 should be used for off-site postal training only when nomination and registration cannot be accomplished through the Automated Enrollment System (AES). See 742 for Form 1782 procedures for nonpostal training.

732.14 Form 1734, Record of Training

Form 1734 is used to record participation in all training of 8 hours or more duration. This requirement does not apply to the new employee training that is recorded on Form 2548. Upon an employee's successful completion of any training, one copy of Form 1734 is issued to the participating employee and one copy is added to the employee's OPF.

732.15 Form 180, Certificate of Training

Form 180 may be used at the discretion of the local training organization. It is awarded to employees who complete TDD courses of 8 hours or more duration that are delivered through the PEDC. This certification is not used for new employee training.

732.2 **Training Activities Reporting System**

The Training Activities Reporting System (TARS) records course participation at the PEDCs, Management Academy, Technical Training Center, and Headquarters. All training of employees, whether postal or nonpostal, must be submitted through the AES to TARS to ensure the accuracy of training reports.

740 Nonpostal Training Policy

741 Background

741.1 Explanation

Nonpostal training is provided by nonpostal sources under a tuition or registration fee arrangement funded wholly or partially by the Postal Service. (Training provided by nonpostal sources under contract with the USPS is within the definition of postal training and is governed by the preceding sections of this chapter.)

741.2 General Payment Policies

741.21 Salary Compensation

Compensation for required attendance at nonpostal training is authorized as outlined in sections 438.2, 712, and 716.

741.22 Other Related Expenses

Educational expenses for tuition, fees, books, and supplies for nonpostal training are paid by the Postal Service if both of the following conditions are met:

- a. The nonpostal training is either job training (as defined in 711.51) or self-development training (as defined in 711.52) benefiting both the employee and the Postal Service from a career development standpoint. When self-development training goals cannot be identified as providing benefit to the Postal Service, no payment of expenses is authorized.
- b. The nonpostal training is not for the sole purpose of obtaining one or more academic degrees, even if an academic degree is required to qualify for appointment to a particular position. Each course that is part of a degree program must be evaluated on its own merits; that is, each course must meet the criteria in a.

Exception: This restriction does not apply when the employee is any one of the following: a professional and specialist trainee, an EAS-17 (or higher EAS position), a PCES candidate, or a participant in a specific program that provides such opportunities.

741.23 Restrictions

741.231 Authorization

Employees do not have a right to have their nonpostal training costs paid by the Postal Service unless the specific training is approved in advance by an authorized official.

741.232 **Prohibited Training Sponsors**

The Postal Service does not pay nonpostal training costs if a training sponsor does either of the following:

- a. Discriminates because of race, color, religion, sex, age, national origin, physical or mental handicap, or any other nonmeritorious factor in the admission or subsequent treatment of students.
- b. Has legislative or campaign propaganda as a substantial part of its activities.

742 **General Procedures**

742.1 **Form 1782, *Training Request and Authorization***

Form 1782 is the basic document used to request, approve, and finance nonpostal training. Form 1782 is completed in full and processed even when nonpostal training organizations require separate nomination forms.

742.2 **Request and Approval**

742.21 **Standard Training**

The employee's supervisor (nominating manager) prepares Form 1782 and forwards it to the PCES executive authorized to certify and commit funds and to approve the employee's training. Signature of the approving PCES executive on Form 1782 certifies that the employee's selection is consistent with the published training policies and that any prerequisites to the training have been met.

742.22 **Medical Training**

Training requests for medical personnel (doctors, head nurses, nurses, physical therapists, x-ray technicians, and other medical technicians) are submitted through the employee's supervisor to the approving PCES executive at the installation. All denials of such requests and the reasons for denial are to be forwarded to the service center medical director, who may, for good cause, recommend approval through the national medical director.

742.3 **Distribution of Copies**

After approving Form 1782, the PCES executive forwards it to the PEDC manager/supervisor for distribution of copies as follows:

- a. One copy is sent to the training sponsor if the sponsor will be billing the Postal Service directly or if the sponsor requires advance payment (see 742.414).
- b. One copy is sent to the employee's supervisor.
- c. One copy is retained by the PEDC manager/supervisor, who, upon completion of the training, processes the Form 1782 as instructed in 742.5.
- d. The original Form 1782 is sent to the San Mateo Postal Data Center (PDC) after the training is completed, as instructed in 742.412.

742.4 **Payment**

742.41 **Tuition, Fees, Books, and Supplies**

742.411 **General**

Expenses for tuition, fees, books, and supplies for nonpostal training are paid based on the approved Form 1782 supported by certified receipts and/or invoices. These expenses are not claimed on Form 1012, *Travel Voucher*, or Standard Form 1164, *Claim for Reimbursement for Expenditures on Official Business*.

742.412 **Payment to the Training Sponsor**

The original Form 1782 is retained at the billing address office (the employing postal facility and unit of the employee to be trained) until the employee completes the training and an invoice is received from the training sponsor. (See 742.414 for an exception to this procedure when the training sponsor requires advance payment.) Someone other than the person who attended the training (such as immediate manager, PEDC manager/supervisor, etc.) must check the invoice for accuracy, certify it for payment, and promptly submit it with the original Form 1782 to the San Mateo PDC. It is not necessary for the PCES executive who approved the training to certify the invoice. In the certification statement, "Form 1782" is shown in lieu of a contract or order number. Only original invoices, not statements, are submitted to the PDC for payment.

742.413 **Reimbursement to Employees**

If the employee has paid approved nonpostal training expenses from personal funds, the employee must provide certified receipts or canceled checks to be submitted with the original Form 1782 to the PDC for payment and reimbursement.

742.414 **Advance Payments**

If the training sponsor requires payment in advance of the training, the Form 1782 must be prepared, approved, and processed before the training begins. To accomplish this, the PCES executive who signs the Form 1782 or the PEDC manager or supervisor who distributes copies of the form must send (or deliver through the employee enrolling in the training) a copy of the Form 1782 to the training sponsor. The training sponsor must produce an invoice for the training and send it to the billing address on the Form 1782. The PCES executive or PEDC manager or supervisor must certify the invoice as correct for payment and send it with the original Form 1782 to the San Mateo PDC for payment. Based on the Form 1782 and the certified invoice, the PDC issues a remittance advice (indicating the invoice number and the SSN of the employee) and check to the training sponsor.

742.42 **Travel**

Approved travel expenses (transportation, lodging, and per diem) for participation in nonpostal training are claimed on Form 1012, *Travel Voucher*, or Standard Form 1164, *Claim for Reimbursement for Expenditures on Official Business* as appropriate, and as authorized in Handbook F-10, *Travel*. As Form 1782 is not submitted with these forms, it is important that

these expenditures be charged to the proper travel-for-training account to distinguish them from other travel expenses for official purposes.

742.5 **Documentation**

Employees furnish their PEDC managers or supervisors documents of completion of the nonpostal training including certificates and/or grade reports. The PEDC manager or supervisor attaches copies of the documents to the Form 1782, completes Form 1734, *Record of Training*, and forwards the forms and documentation for filing in the employee's OPF. If such evidence of completion is not furnished, the PEDC manager or supervisor verifies completion of the training and so indicates on Form 1734.

743 **Special Factors**

743.1 **Failure to Enroll in or Complete Approved Training**

Employees who fail to enroll in or to successfully complete approved training for reasons that are unacceptable to the approving official may be required to (a) pay any cancellation fee required by the training sponsor and (b) reimburse the Postal Service for costs or liabilities incurred for tuition, fees, books, supplies, transportation, and per diem (but not for salary). A PCES executive may waive the requirement for any such payment or reimbursement.

The PEDC manager or supervisor promptly notifies those who have received copies of Form 1782 of the employee's failure to enroll in or complete approved training in order that:

- a. PDC accounts may be adjusted.
- b. The training sponsor does not bill the Postal Service for payment of tuition and fees.
- c. The Postal Service and training sponsor may consider other candidates for the training.

743.2 **Double Payment**

743.21 **Policy**

The Postal Service reduces the amount provided for training by any amount that an employee receives from other sources for the same purpose (including payments received under the GI Bill and other governmental education assistance programs).

743.22 **Certification**

743.221 **Conditions for Signing**

Employees scheduled to take nonpostal training, either on or off the clock, that exceeds 4 consecutive weeks of full-time training must sign the

certification quoted in 743.222. These employees do not have to sign the certification in either of the following cases:

- a. The training is being provided by a manufacturer as a normal service incident to the initial purchase or lease of products under a procurement contract.
- b. There are no expenses to the Postal Service other than salary.

743.222 **Text**

I certify that, to the best of my knowledge, I will not receive payment from other sources (including payment under Veterans Education Assistance, Chapter 34 of Title 38, commonly called the GI Bill) for the training that will be provided by the Postal Service. I agree that, in the event I subsequently do receive and accept such payment from other sources, I will promptly notify the Postal Service. I understand and agree that the Postal Service may reduce the amount provided for training by any amount I receive from other sources for the same purpose.

743.223 **Procedure**

Employees sign and date the certification prior to the start of the training. The certification accompanies Form 1782, which is submitted to the PDC.

743.3 **Contribution or Award**

743.31 **Conditions for Acceptance**

An employee may accept a contribution or award offered by a nongovernment organization to defray part or all of the nonpostal training expenses under these conditions:

- a. The organization offering the contribution or award is exempt from taxation under 26 U.S.C. 501(a). The Director of Internal Revenue of the district where the employee's installation is located can provide this information.
- b. The contribution or award will not reflect unfavorably on the ability of the employee to perform his or her duties fairly and objectively.
- c. The contribution or award will not place the employee, the Postal Service, or the government in a position of compromised integrity.
- d. Acceptance of the contribution or award is compatible with the Code of Ethical Conduct contained in 660.

743.32 **Insufficient Payment of Expenses**

If an authorized contribution, award, or payment to an employee for nonpostal training does not fully cover travel expenses, the Postal Service pays an amount considered sufficient to cover the balance of these expenses. The per diem rate is established to spread the uncovered part of the per diem over the period of training.

743.4 Training Beyond Four Consecutive Weeks

743.41 Policy

Employees scheduled to take nonpostal training on the clock which exceeds 4 consecutive weeks of full-time training must sign a continued service agreement.

743.42 Agreement

743.421 Conditions for Signing

Employees do not have to sign the agreement in either of the following cases:

- a. The training is being provided by a manufacturer as a normal service incident to initial purchase or lease of products under procurement contract.
- b. There are no expenses to the Postal Service other than salary.

743.422 Text

I agree that after leaving this training, I will continue serving in the Postal Service for a period equal to the number of hours of training provided, unless I am involuntarily separated. I understand that the obligated hours will begin at the start of business on my first workday after leaving the training. If I voluntarily leave the Postal Service before completing the obligated period and do not enter the service of another federal agency within 3 calendar days, I agree to reimburse the Postal Service on a pro rata basis for those expenses which are in addition to my salary, pay, or compensation. I understand that any amounts which may be due the Postal Service as a result of any failure on my part to meet the terms of this agreement may, unless recovery is waived by the Postal Service, be withheld from any monies owed me by the Postal Service or the federal government, or may be recovered by such other methods as prescribed by law. This agreement does not in any way commit the Postal Service or the federal government to continue my employment.

743.423 Procedure

Employees sign and date the continued service agreement prior to the start of the training. The agreement accompanies Form 1782, which is submitted to the PDC.

743.43 Reimbursement

If an employee gives voluntary notice to leave the Postal Service prior to completing the service agreed to in the continued service agreement and does not plan to transfer to another federal government agency, the employee's supervisor advises in writing the official who approved the training on Form 1782. The employee's supervisor indicates the reason for

the failure to fulfill the agreement and recommends that either the employee be required to reimburse the Postal Service under the terms of the agreement or that the agreement be waived because recovery of the money would be contrary to equity, conscience, or public interest. If the official who approved the training decides to require reimbursement, the official notifies the PDC of the amount due by means of Form 1902, *Justification for Billing Accounts Receivable*, in duplicate. The PDC bills the employee on Form 1903-DZ, *Invoice and Statement*, and makes the necessary collection.

750 Professional Associations

751 Definition

751.1 Purpose

For purposes of this subchapter, the term *professional association* is used in its broadest meaning to include nonprofit, cooperative, and voluntary organizations of individuals having a common background in a professional, technical, or managerial field of work requiring knowledge and skills normally acquired only through extensive training or education. Academic credentials, an accrediting examination, or a license may be prerequisites for membership. The main purposes of a professional association may include:

- a. Exchanging information among members about new or improved developments and/or applications within the field of work.
- b. Establishing and revising standards of preparation and experience for acceptance into the field.
- c. Developing and publishing standards of professional performance and responsibility.
- d. Furthering the career development of members.

751.2 Membership

A professional association may include members of several professions or disciplines.

751.3 Exclusions

For purposes of this subchapter, the term *professional association* does not include a recognized labor, supervisory, or other managerial organization, as defined in the Postal Reorganization Act.

752 Policy

Membership and participation by Postal Service employees in recognized professional associations are encouraged, consistent with appropriate priority to the duties and responsibilities of their positions. Active participation can be a valuable experience, both in improving employees' performance in their present positions and in preparing them for greater responsibility in the profession. Through conferences, symposia, and committee assignments, employees are able to expand their expertise. Incentive for even better work performance can result from employee recognition gained through publishing journal articles, receiving awards for professional achievement, holding office in such associations, and speaking or presenting papers at association meetings. Professional recognition of the competence of postal employees tends to increase public confidence in the Postal Service.

753 **Payment of Membership Dues or Fees**

753.1 **Individual Memberships**

753.11 **Voluntary**

Postal Service funds are authorized for the payment of voluntary individual memberships, dues, and/or fees in professional associations provided all of the following conditions are met:

- a. The Postal Service does not have or cannot obtain an institutional membership in the professional association.
- b. The employee requesting the individual membership is in an FLSA-exempt EAS-17 or higher level position.
- c. The nature of the professional association is directly related to the employee's job.
- d. The employee's PCES executive approves the request after determining that the employee's participation will benefit the Postal Service and that funds are available, and authorizes the payment using Form 1782, *Training Request and Authorization*.
- e. Payment is limited to one individual membership per employee per year.
- f. Payment is not approved solely for the purpose of obtaining reduced fees for continuing education or for related purposes such as attendance at periodic meetings and conferences.

753.12 **Required**

If the Postal Service requires nonbargaining employees to maintain a professional license, certification, or membership (for example, a license to practice law or medicine), postal funds may be used, at the discretion of the appropriate officer, to reimburse such employees for the basic dues or fees they pay to satisfy such requirement. Employees submit requests for reimbursement on Form 7381, *Requisition for Supplies, Services, or Equipment*.

753.2 **Institutional Membership**

The policy restricting payment of individual membership dues and fees does not preclude Postal Service institutional membership in professional associations. Senior Assistant Postmasters General (or equivalents) are authorized to define and approve institutional memberships for specific functional areas and/or organizational units reporting to them.

753.3 **Procurement of Memberships**

The Assistant Postmaster General of the Procurement and Supply Department is responsible for the coordination, procurement, and recording of institutional memberships. Approved Forms 7381 must include by name or position title those individuals designated to represent the Postal Service or the total number of individuals included in the membership.

753.4 **Periodicals**

Postal Service funds are authorized for subscriptions to professional association periodicals both for the library and for individuals designated by name or position title to represent the Postal Service in institutional memberships. Procurement is the responsibility of the Assistant Postmaster General of the Procurement and Supply Department.

754 **Attendance at Meetings and Conferences**

754.1 **Authorization**

Employees may be authorized to attend meetings and conferences of a professional association at Postal Service expense in either of the following cases:

- a. Attendance is for training purposes as defined in 740.
- b. Attendance is related to the job or function in which they are employed and is expected to contribute to improved performance.

754.2 **Full or Partial Attendance**

- 754.21 When authorized under 754.1, time in actual attendance at a professional meeting or conference is considered to be official business for compensation purposes and leave is not charged to the employee. However, managers should review the program schedule or agenda and authorize official attendance only for that portion of the meeting or conference that meets the criteria in 754.1.

Exception: An employee may be authorized to attend the entire meeting or convention in any of the following cases:

- a. The employee is scheduled to make a speech, present a paper, or conduct or chair a meeting session.
- b. The employee has been nominated or previously elected as an officer of the professional association.
- c. The employee has been designated as an official representative of the Postal Service.

- 754.22 If authority is granted for attendance at only a portion of a meeting or convention, the employee may request annual leave to attend the unapproved portions and, if leave is granted, the employee must pay the expenses for those unapproved portions.

754.3 **Leave for Other Employees**

Managers are encouraged to be liberal in approving annual leave (consistent with work priorities) for other employees who desire to attend a professional association meeting or convention at their own expense.

754.4 **Selection for Attendance**

Where several employees in the same organizational unit are in the same profession, the manager chooses which employees, if any, may attend the

professional meeting or convention. Section 713, which lists criteria for the selection of employees for training, may be applied.

754.5 **Payment of Expenses**

Handbook F-10, *Travel*, describes the conditions for payment of registration fees, travel, and subsistence costs for employees authorized to attend at Postal Service expense.

754.6 **Approval of Registration Fees**

Form 1782, *Training Request and Authorization*, must be approved before registration fees or expenses other than travel or per diem can be paid by the Postal Service. See 742 for instructions on preparing Form 1782.

755 **Privileges**

At its discretion, local management may grant privileges to a professional association when it determines that such action would be warranted as a service to employees who are members of the association. Examples of such privileges are:

- a. Using authorized bulletin boards or intra-office communications for publicizing meetings.
- b. Using available facilities for holding meetings.
- c. In appropriate cases and on a reasonably limited basis, using postal equipment or secretarial services for preparing papers to be presented at professional conferences or symposia or to be published in professional journals.