



# **NOAA Leadership Competencies Development Program (LCDP)**

## **Class IX Program Requirements**

**July 13, 2014 – January 29, 2016**

**NOAA Leadership Competencies Development Program (LCDP)  
Class IX Program Requirements  
July 13, 2014 – January 29, 2016**

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**Table of Deliverables**

Action	Deadline
Complete LCDP biography	Monday, July 7, 2014
Complete assessments	Friday, July 11, 2014
Initiate contact with peer advisor	Friday, July 11, 2014
Meet with peer advisor	Once each month for one hour (minimum)
Attend Orientation Week at the Federal Executive Institute (FEI)	Sunday, July 13 - Friday, July 18, 2014
Attend LCDP Meet and Greet with Dr. Sullivan and VADM Devany in Silver Spring, MD	Friday, July 18, 2014
Contact potential host office supervisors regarding developmental assignment opportunities	Friday, July 25, 2014
Identify mentor	Friday, August 29, 2014
Meet with mentor	Once each month for one hour (minimum)
Meet with Executive Sponsor to review and sign LCDP Individual Development Plan (IDP)	After Orientation Week and prior to September 12, 2014
IDP Due (signed and dated by you, your supervisor, and your LCDP Executive Sponsor)	Friday, September 12, 2014
Attend Leadership Course #1 at FEI (Two-Weeks)	Sunday, January 25 – Friday, February 6, 2015
Attend LCDP Update Meeting with Dr. Sullivan and VADM Devany in Silver Spring, MD	Friday, January 30, 2015
Attend Leadership Course #2 at FEI	Sunday, July 12 – Friday, July 17, 2015
Attend LCDP Leadership Week (pending budget availability)	TBD (Fall, 2015)
Complete all LCDP developmental assignments, any supplemental training pertaining to LCDP, and submit all required developmental assignment paperwork to the LCDP Program Manager.	Friday, January 22, 2016
Attend Leadership Course #3 at FEI	Sunday, January 24 – Thursday, January 28, 2016
Attend LCDP Pre-Graduation Meeting with Dr. Sullivan and VADM Devany in Silver Spring, MD	Thursday, January 28, 2016
Attend LCDP Class IX Graduation in Silver Spring, MD	Friday, January 29, 2016
Submit final completed IDP (signed and dated by you, your supervisor, and your LCDP Executive Sponsor) and respond to LCDP Exit Survey	Friday, February 12, 2016

LCDP class members are also required to participate in specific NOAA leadership training sessions conducted outside of FEI, including hour-long LCDP Leadership Learning Series sessions, conducted via telephone at two-three week intervals throughout the program. Each participant must lead and facilitate one of these sessions.

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**PROGRAM STRUCTURE**

The LCDP is a competitive, 18-month program that provides a series of training and developmental experiences for a cadre of GS-13/14/15 or equivalent level NOAA employees who have high potential for assuming greater leadership responsibilities. Key program components include a one-on-one relationship with a mentor and peer advisor, an Individual Development Plan (IDP), five weeks of leadership training, and a series of developmental assignments.

**PEER ADVISORS**

Each participant is matched with an LCDP alum at the start of the 18-month program. For a list of Class IX Peer Advisor matches, view [Attachment A](#). Peer Advisors are LCDP alumni that have volunteered to assist participants by sharing their experience about what worked well and what didn't during their own LCDP program. Additionally, they are a valuable resource for participants as they contemplate selecting a mentor, choosing developmental assignments, and crafting their IDP. Peer advisors will join the new LCDP class at FEI for a portion of the Orientation week in July so participants can have valuable face-to-face interaction with them.

Participants are encouraged to tap into their peer advisor's expertise on general work-life issues and advice on how to maximize their time in the LCDP program, as well as potential pitfalls to avoid. This relationship tends to be less formal and more relaxed than the participant's relationship with their mentor. For more information on the differences between the roles of Peer Advisors and Mentors, visit the LCDP website at:

<http://lcdp.noaa.gov/docs/Differences%20between%20LCDP%20Mentors%20and%20Peer%20Advisors.pdf>.

<b>DELIVERABLE: Initiate and Maintain Contact with Peer Advisor</b>	<b>Initiate Contact: Friday, July 10, 2014 Maintain Contact: Monthly</b>
Within one week of the announcement of peer advisor matches, each participant must initiate contact with their peer advisor to introduce himself/herself. Participants are responsible for initiating regular, recurring meetings with their mentor throughout the 18-month program. Participants must meet at least once a month with their peer advisor for an hour. More frequent interaction is encouraged. These interactions can be face-to-face or via telephone.	

**MENTORS**

Each participant is required to establish and maintain a relationship with a NOAA mentor (typically at the GS-15, SES, or equivalent level) who will provide advice and evaluate his/her progress throughout the program. Participants are encouraged to select a mentor based on their career needs and developmental goals.

There are no other limitations on whom participants select to be their mentor. The mentor can be from the participant's own Line/Staff Office, or from another NOAA Office. It is also possible to select a mentor outside NOAA or the Federal government.

Participants are strongly encouraged to wait until after their Orientation week at FEI (July 13 – 18, 2014) to select a mentor. This will give the participants an opportunity to receive and process the results of their 360-Degree Assessment Benchmark (Benchmarks) and their Myers-Briggs Type Indicator (MBTI) assessments. Participants will also have time to focus on their overall goals for the program, as well as to hear from their Peer Advisor about what worked and didn't work in their own mentoring relationships. Participants will then select the mentor most suited to the developmental goals they set for themselves.

Participants can change mentors during the program. The main reasons for making such a change would be that the mentor does not have sufficient time to devote to the relationship, or the dynamics of the relationship are such that a change would be beneficial. If a change is made, the new mentor's information must be documented on the participant's IDP.

DELIVERABLE: Identify Mentor, Initiate and Maintain Contact	Identify Mentor: Friday, August 29, 2014 Initiate and Maintain Contact: Monthly
<p>After the conclusion of Orientation week, participants will have six weeks to select a mentor. The mentor's name and contact information must be documented on the participant's IDP.</p> <p>Participants are responsible for initiating regular, recurring meetings with their mentor throughout the 18-month program. Participants must meet at least once a month with their mentor for an hour. More frequent interaction is encouraged. These interactions can be face-to-face or via telephone.</p>	

The LCDP Program Manager will solicit potential volunteer mentors. Each volunteer completes an interest sheet. This information will be shared with all participants. Mentors can be chosen either from the volunteer list or through independent outreach initiated by participants.

If participants reach out to potential mentors on their own, they are encouraged to share the following information and requirements.

**Mentor Requirements:**

The role of an LCDP mentor is to foster an 18-month relationship with an LCDP participant to provide career guidance throughout the program. LCDP participants benefit greatly from having a mentor who can help assess their competencies, assist them with identifying appropriate developmental assignments, and provide them with guidance and feedback.

To succeed as an LCDP mentor, there are two important factors to consider:

1. Do you have enough quality time to devote to being a mentor (approximately 1-2 hours per month)?
2. Will you be working at NOAA through the end of the LCDP IX cycle, or do you plan to retire or resign prior to January 29, 2016?

**Mentor Roles:**

- Teaching leadership skills and sharing information about his/her experience;

- Coaching through constructive comments, support, encouragement and criticism focused on skills, talents, professional behavior, and career of the participant;
- Advising on how to confront difficult situations at work, ways to advance, and approaches to improve professional skills; as well as
- Championing by showcasing the participant's talents, through formal and informal introductions to senior staff, and fostering developmental experiences.

**Critical Mentoring Skills:**

- Being an active listener and knowing how to give effective feedback;
- Knowing how to help with goal-setting and planning;
- Knowing when to give and when not to give advice; and
- Having the ability to instill confidence and motivate people.

**Mentoring Characteristics:**

- Valuing NOAA, its mission and its works;
- Willingness to commit your time;
- Being tolerant, non-judgmental, and accepting of personal differences;
- Being confident and secure with self;
- Being able to establish a comfortable environment for discussions;
- Enjoying watching a mentee develop;
- Demonstrating sensitivity to mentee's needs; and
- Caring about others and treating everyone with respect.

**LCDP Line/Staff Office Coordinators**

Each Line Office has a designated LCDP Coordinator. Coordinators play an instrumental role in the LCDP recruitment process; coordinating their office's Rating and Ranking and Interview Panels. The coordinators also answer questions from managers and applicants.

After the selection announcement is made, coordinators play a vital role in communicating the funding practices of their Office to participants. Each Office handles training and developmental assignment expenses differently. To ensure participants get maximum benefit from the LCDP experience, it is important that each Line/Staff Office communicates the funding practices of their Office to the participants so that realistic expectations are established early on.

Coordinators may also play the vital role of intermediary between the Line Office's leadership and the participant. As such, coordinators may set forth additional Line/Staff Office specific requirements for LCDP participants above what is contained in this guide.

Participants should reach out to their coordinator for clarification regarding funding practices if questions arise. For a current list of LCDP Class IX coordinators and contact information, see [Attachment B](#).

**LCDP Program Manager**

The LCDP Program Manager is responsible for overseeing the LCDP recruitment and selection process. In this capacity, the Program Manager provides informational overview sessions, designs the application process, and answers questions from applicants and their supervisors. The Program Manager liaisons

with the LCDP Line Office Coordinators on the selection and scheduling of Rating and Ranking and Interview Panels and oversees these processes. The Program Manager coordinates approval of the final class selections with NOAA’s Deputy Under Secretary.

The Program Manager coordinates with FEI in Charlottesville, Virginia to arrange the five-week formal core leadership training program and provides onsite oversight and support for the program.

The Program Manager is available to each participant to provide support and guidance throughout the program. The Program Manager monitors participant’s compliance with meeting action items and serves as an overall resource for all parties involved in the program.

**Federal Executive Institute**

FEI designs and coordinates the five weeks of formal core leadership training for LCDP participants.

**LCDP Executive Sponsors**

A senior leader within each Line/Staff Office has agreed to act as the LCDP Executive Sponsor for LCDP participants within their office. The appropriate Executive Sponsor must sign each participant’s IDP at the beginning and end of the program.

Participants may ask their Executive Sponsor for recommendations about developmental assignments or for counsel about programmatic or business acumen challenges. In addition to supporting participants with leadership, the Executive Sponsor ensures that funds are available for LCDP developmental assignments and associated training (e.g., FEI). For a current list of LCDP Class IX Executive Sponsors, see [Attachment C](#).

DELIVERABLE: Meet with Executive Sponsor	After Orientation Week and prior to September 12, 2014
Following the completion of Orientation Week and prior to September 12, 2014, each participant should make an appointment through their LCDP Line Office Coordinator to meet with their LCDP Executive Sponsor. The purpose of this meeting is to discuss the participant’s goals for the program, types of developmental assignments being considered, and funding practices for the Office. The Executive Sponsor must sign each participant’s IDP.	

**Leadership Development Teams (LDTs)**

Prior to the Orientation week, the LCDP Program Manager will divide the cohort into four learning groups called LDTs. The LDT structure is utilized throughout the training portion of the program and provides the participants with an intimate group of peers throughout the LCDP journey. For a list of LCDP Class IX LDTs, see [Attachment D](#).

**FORMAL CORE LEADERSHIP TRAINING**

Mandatory LCDP core leadership training includes a 5-week split session at FEI. This NOAA-specific customized training, which varies slightly from class to class as needed, emphasizes a range of topics and issues facing today’s leaders.

Participants are required to attend all 5 weeks of training. The training schedule for LCDP Class IX is as follows:

FEI Training Dates	Session Title
July 13 - July 18, 2014	Orientation Week at FEI (Sun. – Fri.)
January 25 - February 6, 2015	Leadership Course #1 at FEI (2 weeks, starts Sun., ends Fri.)
July 12 - 17, 2015	Leadership Course #2 at FEI (Sun.-Fri.)
January 24 - 28, 2016	Leadership Course #3 at FEI (Sun.-Thurs.)
January 29, 2016	Graduation in Silver Spring, MD (Fri.)

LCDP participants are also required to participate in specific NOAA leadership training sessions conducted outside of FEI, including hour-long LCDP Leadership Learning Series sessions, conducted via telephone at two-three week intervals throughout the program. Each participant must lead and facilitate one of these sessions. We will also meet several times throughout the program with Dr. Sullivan and VADM Devany (see the “Table of Deliverables” for dates on page 3.)

There is a possibility that the LCDP IX class may be able to have an LCDP Leadership Week, pending budget availability. If funds are available (provided by each LO/SO,) LCDP Leadership Week will take place between Leadership Courses #2 and #3 (during one week in the Fall of 2015) at a location to be determined in the future. Class VII held their leadership week in Boulder, CO, Class VI had theirs in Seattle, WA, and Class V held theirs in Washington, D.C. Class VIII was unable to have a leadership week due to lack of funding. The LCDP Leadership week is organized, managed and facilitated completely by the participants.

Participants are encouraged to pursue additional supplemental training in addition to the mandatory FEI program above to fully address the competencies and areas of desired learning they are looking to develop through participation in the program.

DELIVERABLE: Complete all LCDP-Related Training	Friday, January 22, 2016
All LCDP-related training must be completed prior to the end of the program. For LCDP Class IX participants, training must conclude by Friday, January 22, 2016.	

**Training Costs:**

Costs for participating in the FEI formal core leadership training program are coordinated centrally. Travel orders are required to attend all sessions, even for participants in the local commuting area. Some Line/Staff Offices pay for their participant’s travel expenses centrally and some do not. For more information about preparing travel orders, participants should contact their LCDP Line Office Coordinator.

**DEVELOPMENTAL ASSIGNMENTS**

LCDP developmental assignments will be used by participants as a means to gain or broaden career experience. During the 18-month LCDP program, LCDP participants are expected to be involved in two or three developmental (rotational) assignments, each lasting 3–4 months. These opportunities may be in other parts of NOAA, the Department of Commerce, other agencies, or appropriate public/private sector organizations. It is recommended that at least one assignment be in a NOAA Office outside of the

participant’s Line/Staff Office. Shorter duration assignments, to supplement the longer assignments, are also possible.

Participants are strongly encouraged to wait until after their Orientation week to finalize their developmental assignment plans. This will give the participants an opportunity to receive and process the results of their Benchmarks and MBTI assessments and focus on their overall goals for the program, as well as to hear from their Peer Advisor about what worked and didn't work during their own developmental assignment experiences. Participants will then select developmental assignments most suited to the developmental goals they set for themselves.

High level developmental leadership and supervisory assignments will be submitted centrally. The LCDP Program Manager will share these opportunities with participants. Participants can select opportunities from this list, or they can research and initiate their own assignments.

Guidelines for LCDP developmental assignments include:

- NOAA Line/Staff Office leadership and supervisory opportunities at the GS-14/15, SES, or equivalent levels; and
- Similar level opportunities in other parts of the Department, other Federal/State Departments or Agencies, or appropriate private sector organizations.

Required Forms for All Developmental Assignments:

The following paperwork is required for all assignments:

DELIVERABLE: LCDP Developmental Assignment Learning Agreement	By the end of the first week of the assignment.
Participants must complete the LCDP Developmental Assignment Learning Agreement (see <a href="#">Attachment E</a> ), due to the LCDP Program Manager by the end of the first week of the assignment. The appropriate LCDP Line Office Coordinator must be copied on this submission. The agreement must be signed and dated by the participant, the home office supervisor, and the host office supervisor.	
DELIVERABLE: LCDP Developmental Assignment Evaluation	Due within one week following the conclusion of the assignment.
For all assignments, participants are required to have their host office supervisor complete an LCDP Developmental Assignment Evaluation Form (see <a href="#">Attachment F</a> ).	
This form must be completed by the last day of the assignment and be provided to the participant’s home office supervisor for consideration in the performance evaluation process. The participant must retain a copy for his/her records and must provide a copy to the LCDP Program Manager and the appropriate LCDP Line/Staff Office Coordinator within one week following the conclusion of the assignment.	

Required Forms for Developmental Assignments outside NOAA:

The following paperwork is required and must be approved before any assignment outside of NOAA can begin.

DELIVERABLE (for Assignments outside of NOAA only): Complete and Submit the LCDP Outside-Developmental Assignment Approval Package	Begin developing the package a minimum of 2.5 months prior to the start of the assignment. Submit the package to WFMO at least 60 calendar days prior to the start of the assignment.
For assignments outside of NOAA, participants must follow mandatory procedures for obtaining prior approval by the Department of Commerce’s Office of Human Resource Management (OHRM). Once the complete package is received, NOAA requires 30 calendar days to process the package, and OHRM requires an additional 30 days. <b>The package will take the participant several weeks to put together and obtain the appropriate signatures, so a minimum of 2.5 months is needed to develop and vet the package prior to the assignment start date. The assignment CANNOT begin until OHRM approval is received.</b> See <b>Attachment G</b> for current procedures. These procedures are updated periodically. Any changes will be shared promptly with participants by the LCDP Program Manager. A sample of a complete package will also be made available to all participants.	

DELIVERABLE: Complete all LCDP Developmental Assignments	Friday, January 22, 2016
All LCDP developmental assignments must be completed prior to the end of the program. For LCDP Class IX participants, assignments must conclude by Friday, January 22, 2016.	

**Developmental Assignment Costs:**

Developmental assignment expenses may include costs for travel, per diem, and lodging if the assignment is outside of the participant’s duty station. Some Line/Staff Offices pay for their participant’s developmental assignment expenses centrally and some do not. For more information, participants should contact their Line/Staff Office LCDP Coordinator.

**INDIVIDUAL DEVELOPMENT PLANS (IDPs)**

A realistic, well-researched, clearly written IDP is a valuable tool for charting a successful LCDP experience. The participant and his/her supervisor should use the IDP to communicate and clarify expectations for training, developmental assignments, and other developmental activities. As such, the IDP is an ever-changing document that shows where the LCDP participant is going and how they will get there. The LCDP IDP must be prepared using the format shown in **Attachment H**.

The LCDP IDP is tailored to address the two to three specific leadership development objectives that the participant has decided to target during the 18-month program. The participant should identify these objectives by analyzing the results of their Benchmark results. The participant should also consider the OPM leadership competencies at: <http://www.opm.gov/ses/recruitment/ecq.asp> and the “Competency Crosswalk – ECQs and Benchmark 360” document shown in **Attachment I**.

These learning objectives should be listed in the IDP along with a description of why the participant is selecting them to develop during their LCDP experience. Reasons should be specific and should be based on (for example):

- Leadership development gaps that the participant has identified;
- Known areas of leadership strengths the participant wants to expand upon;
- Other specific reasons.

The IDP must include the leadership development activities the participant plans to complete during the 18-month program. Participants should consider a wide range of cross-organizational developmental activities. On the IDP, participants should explain how each activity they identify will help him/her to meet one or more of their targeted leadership development objectives.

Leadership development activities may include, but are not limited to:

- Formal classroom leadership training (such as FEI training, courses at the EMDC/WMDC or USDA Graduate School)
- Leadership learning events (such as serving as a facilitator or planner for an SES Summit or Line/Staff Office conference/event)
- Developmental assignments within and/or outside of NOAA (a minimum of 2-3 assignments, each lasting 3-4 months is recommended). Additional shorter assignments are encouraged.
- Shadowing NOAA senior leaders.
- Other forms of learning about leadership: books, online courses, audio, video, etc.
- Leadership projects (Initiated/accomplished individually or with other LCDP participants).
- Other leadership development activities – be creative!

The IDP must include the following information for each developmental activity:

- Start and end date
- Cost for each activity (include all travel, per diem, and other expenses)
- Funding source

DELIVERABLE: IDP Deadlines	Initial Version Due: Friday, September 12, 2014 Final Version Due: Friday, February 12, 2016
<p>Participants are required to develop their LCDP IDP within two months following completion of the Orientation week. For LCDP Class IX participants, the IDP must be developed, signed and dated by the participant, the home office supervisor and the LCDP Line/Staff Office Executive Sponsor by Friday, September 12, 2014. The participant’s mentor must be identified on the IDP. A copy (with all signatures) must be provided to the LCDP Program Manager and the appropriate LCDP Line/Staff Office Coordinator.</p> <p>At the conclusion of the program, an updated, final IDP (with all signatures) must be provided by Friday, February 12, 2016 to the LCDP Program Manager, with a copy to the appropriate LCDP Line/Staff Office Coordinator.</p>	

**OTHER DEVELOPMENTAL ACTIVITIES**

Additional leadership development activities are based on the participant’s needs and are documented in each participant’s IDP. Activities may include specific NOAA-wide or Line/Staff Office projects, shadowing higher-level NOAA leaders, readings on leadership development, volunteering to facilitate at an SES Summit, and other training as appropriate.

**ADDITIONAL PROGRAMMATIC REQUIREMENTS**

Participants are required to respond to additional programmatic requirements set forth by the LCDP Program Manager, their Executive Sponsor, their LCDP Line/Staff Office Coordinator, or FEI staff.

**Attachment A**  
**LCDP Class IX Peer Advisor Matches**

Participant's Name	Participant's LO/SO	Participant's Duty Station	Peer Advisor's Name	Peer Advisor's LO/SO	Peer Advisor's Duty Station	Peer Advisor's LCDP Class
Felipe Arzayus	NMFS	Silver Spring, MD	Greg Piniak	NOS	Silver Spring, MD	VI
Commander Devin Brakob	OMAO	Silver Spring, MD	Ken Pavelle	NWS	Silver Spring, MD	VIII
Brendan Bray	NOS	Silver Spring, MD	Mark Eakin	NESDIS	College Park, MD	VIII
DaNa Carlis	NWS	College Park, MD	Nathalie Valette-Silver	OAR	Silver Spring, MD	II
Chad Cary	OMAO	Newport, RI	Lisa Taylor (2)	NESDIS	Boulder, CO	VII
Keith Chanon	NMFS	Silver Spring, MD	Cathy Tortorici (2)	NMFS	Silver Spring, MD	VII
Jennifer Day	OAR	Ann Arbor, MI	Shannon Dionne	Office of Intl Affairs	Washington, D.C.	VII
David Diamond	DUS/O	Washington, D.C.	Peyton Robertson	NMFS	Annapolis, MD	II
Genene Fisher	NWS	Silver Spring, MD	Lisa Symons	NOS	Silver Spring, MD	III
Sami Grimes	OAR	Silver Spring, MD	Lisa Taylor (2)	NESDIS	Boulder, CO	VII
Sean Hayes	NMFS	Santa Cruz, CA	John Crofts	OMAO	San Diego, CA	VIII
Timothy Howard	NESDIS	Silver Spring, MD	Ida Hakkarinen	NESDIS	Greenbelt, MD	VI
Kathleen Jamison	NOS	Silver Spring, MD	Elizabeth Babcock	NMFS	Seattle, WA	VII
Jeff King	NOS	Charleston, SC	Terry Schaefer	OAR	Silver Spring, MD	VII

Participant's Name	Participant's LO/SO	Participant's Duty Station	Peer Advisor's Name	Peer Advisor's LO/SO	Peer Advisor's Duty Station	Peer Advisor's LCDP Class
Liz Kretovic	NOS	Silver Spring, MD	Todd Bridgeman	OMAO (currently with NOAA HQ/UNSEC)	Washington, D.C.	VIII
Amanda McCarty	OAR	Silver Spring, MD	Lindsay Fullenkamp	NMFS	Silver Spring, MD	VIII
Matthew McPherson	NMFS	Woods Hole, MA	Nick Wilde	OAR	Boulder, CO	VI
Michael Murray	NOS	Santa Barbara, CA	Jeremy Potter	OAR	Silver Spring, MD	VIII
Justyna Nicinska	OAR	Silver Spring, MD	Cathy Tortorici (2)	NMFS	Silver Spring, MD	VII
Frank Parker	PPI	Silver Spring, MD	Lauren Jones	OAR	Silver Spring, MD	VII
Craig Russell	OAR	Seattle, WA	Kevin Werner	NESDIS	Seattle, WA	VIII
Marc Saccucci	NWS	Silver Spring, MD	Regis Walter	OCIO	Silver Spring, MD & Washington, D.C.	V
Brianne Smith	NMFS	Silver Spring, MD	Laura Rear McLaughlin	NOS	Silver Spring, MD	VIII
Marina Timofeyeva	NWS	Silver Spring, MD	Dan St. Jean	NESDIS	Silver Spring, MD	VII
Jeff Weir	OMAO	Silver Spring, MD	Earl Meredith	NMFS	Annapolis, MD	IV
Troy Wilds	NESDIS	Washington, D.C.	Christine (Chris) Alex	NWS	Silver Spring, MD	VI
Ryan Wulff	NMFS	Sacramento, CA	Kelly Denit	NMFS	Silver Spring, MD	VIII
Martin Yapur	NESDIS	Silver Spring, MD	Heather Gilbert	OCIO	Silver Spring, MD	VII

**Attachment B**  
**LCDP Class IX Line/Staff Office Coordinators**

<b>Line/Staff Office</b>	<b>Coordinator's Name</b>	<b>Coordinator's Email Address</b>	<b>Coordinator's Phone Number</b>
NESDIS	Christina Heyse	<a href="mailto:Christina.Heyse@noaa.gov">Christina.Heyse@noaa.gov</a>	301-713-9206 x146
NMFS	Cheryl Alexander	<a href="mailto:Cheryl.Alexander@noaa.gov">Cheryl.Alexander@noaa.gov</a>	301-427-8733
NOS	Georgeann Stansbury	<a href="mailto:Georgeann.Stansbury@noaa.gov">Georgeann.Stansbury@noaa.gov</a>	301-713-3050 x141
NWS	Margi Garner	<a href="mailto:Margi.Garner@noaa.gov">Margi.Garner@noaa.gov</a>	301-713-1414 x181
OAR	Carolyn McDonald	<a href="mailto:Carolyn.McDonald@noaa.gov">Carolyn.McDonald@noaa.gov</a>	301-734-1143
OMAO	Scott Tessmer	<a href="mailto:Scott.Tessmer@noaa.gov">Scott.Tessmer@noaa.gov</a>	816-994-3003
PPI	Kristen Tronvig	<a href="mailto:Kristen.Tronvig@noaa.gov">Kristen.Tronvig@noaa.gov</a>	240-533-9018
Staff Offices/ All Others	Captain Todd Bridgeman	<a href="mailto:Todd.A.Bridgeman@noaa.gov">Todd.A.Bridgeman@noaa.gov</a>	202-482-3565

**Attachment C**  
**LCDP Class IX Executive Sponsors**

<b>Name</b>	<b>Line/Staff Office</b>
NESDIS	NESDIS DAA
NMFS	Paul Doremus
NOS	Russell Callender
NWS	Laura Furgione
OAR	Steve Fine
OMAO	Rear Admiral (lower half) Anita Lopez
PPI	Kristen Tronvig
Staff Offices/ All Others	Captain Todd Bridgeman

**Attachment D**  
**LCDP Class IX Leadership Development Teams**

<b>LDT Number</b>	<b>Participant's Name</b>	<b>Line/Staff Office</b>	<b>Duty Station</b>
1	Brianne Smith	NMFS	Silver Spring, MD
1	Amanda McCarty	OAR	Silver Spring, MD
1	Chad Cary	OMAO	Woods Hole, MA
1	Timothy Howard	NESDIS	Suitland, MD
1	DaNa Carlis	NWS	College Park, MD
1	Michael Murray	NOS	Santa Barbara, CA
1	David Diamond	UNSEC	Washington, D.C.
2	Marina Timofeyeva	NWS	Silver Spring, MD
2	Jennifer Day	OAR	Ann Arbor, MI
2	Liz Kretovic	NOS	Silver Spring, MD
2	Sean Hayes	NMFS	Santa Cruz, CA
2	Commander Devin Brakob	OMAO	Silver Spring, MD
2	Matthew McPherson	NMFS	Woods Hole, MA (switching to Miami, FL on 9/1/14)
2	Frank Parker	PPI	Silver Spring, MD
3	Genevieve Fisher	NWS	Silver Spring, MD
3	Sami Grimes	OAR	Silver Spring, MD
3	Martin Yapur	NESDIS	Silver Spring, MD
3	Jeff King	NOS	Charleston, SC
3	Craig Russell	OAR	Seattle, WA
3	Felipe Arzayus	NMFS	Silver Spring, MD
3	Brendan Bray	NOS	Silver Spring, MD

<b>LDT Number</b>	<b>Participant's Name</b>	<b>Line/Staff Office</b>	<b>Duty Station</b>
4	Kathleen Jamison	NOS	Silver Spring, MD
4	Justyna Nicinska	OAR	Silver Spring, MD
4	Ryan Wulff	NMFS	Sacramento, CA
4	Jeff Weir	OMAO	Silver Spring, MD
4	Troy Wilds	NESDIS	D.C.
4	Keith Chanon	NMFS	Silver Spring, MD
4	Marc Saccucci	NWS	Silver Spring, MD

**Attachment E**  
**LCDP Developmental Assignment Learning Agreement**

- LCDP participants must complete this LCDP Developmental Assignment Learning Agreement.
- By the end of the first week of the Assignment, this form must be emailed to the LCDP Program Manager. The appropriate LCDP Line/Staff Office Coordinator must be copied on this submission.
- The agreement must be signed and dated by the participant, the home office supervisor, and the host office supervisor.

<b>Name of LCDP Participant</b>	
<b>Assignment Title</b>	

<b>Name (LO/SO, Program Office) and Location (City/State) of the <u>Home</u> Office:</b>			
<b>Name (LO/SO, Program Office) and Location (City/State) of the <u>Host</u> Office:</b>			
<b>Time Frame of the Assignment:</b>	<b>Start Date:</b>	<b>End Date:</b>	<b>Duration in Calendar Days:</b>

<b>LCDP Participant's Contact Information on Assignment:</b>	
E-mail Address:	
Telephone Number:	

<b>Host Office Supervisor's Contact Information:</b>	
Name:	
Title:	
E-mail Address:	
Telephone Number:	

<b>Home Office Supervisor's Contact Information:</b>	
Name:	
Title:	
E-mail Address:	
Telephone Number:	

<b>Description of Duties, Products &amp; Outputs:</b>

<b>Relationship of the Assignment to Career Goals:</b>

<b>Benefits to Home Office/NOAA:</b>

<b>Benefits to the Host Office:</b>

<b>Explanation of Costs &amp; Responsibility for Payment between the Host and Home Offices (if applicable):</b>

<b>How Performance will be Appraised During the Assignment</b>
The Host Office Supervisor will assess the Participant's performance at the conclusion of the assignment, which will be used by the Home Office Supervisor to complete the Participant's annual performance

evaluation. The assessment will use the "LCDP Developmental Assignment Evaluation Form."

Signature of LCDP Participant:	Date:
Signature of Home Office Supervisor:	Date:
Signature of Host Office Supervisor:	Date:

**Attachment F**  
**LCDP Developmental Assignment Evaluation Form**

- At the end of an assignment, the host office supervisor evaluates the LCDP participant in terms of work habits, products and outputs, and overall performance during the assignment. This assessment is to reinforce the Participant’s strengths and outline areas that need improvement.
- This form must be completed by the last day of the assignment. Upon completion, the participant must forward this information to his/her home office supervisor and provide a copy to the LCDP Program Manager and the appropriate LCDP Line/Staff Office Coordinator within one week following the conclusion of the assignment. The participant must also retain a copy for his/her records.
- It is recommended that the home office supervisor consider this evaluation in the participant’s performance review.

<b>LCDP Participant’s Name:</b>		
<b>Host Office:</b>		
<b>Location:</b>		
<b>Assignment Title:</b>		
<b>Time Frame of Assignment:</b>	<b>From:</b>	<b>To:</b>
<b>Duration in Calendar Days:</b>		
<b>Host Office Supervisor’s Name/Title:</b>		
1. Briefly describe the nature of the assignment(s) or project(s) with which the LCDP Participant has been engaged during the period covered by this rating.		
2. Briefly describe the significant knowledge, skills, or experience gained by the LCDP Participant.		

3. Provide examples of the LCDP Participant's above average or particularly excellent performance which you have observed.	
4. Make recommendations for improvement and indicate any training or further developmental experiences you believe would be beneficial for the LCDP Participant.	
5. Describe your overall evaluation of the LCDP Participant's performance.	
<b>Participant's Comments</b> — The above appraisal has been discussed with me and my comments (if any) are as follows:	
Signature of LCDP Participant	Date
Signature of Host Office Supervisor	Date

**Attachment G**  
**LCDP Developmental Assignment Approval Procedures for**  
**Assignments outside NOAA**  
**Version Dated: 7/7/14**

**Part I – Develop the package for your assignment to be approved through your Line/Staff Office Assistant Administrator (AA):**

1. Create the following documents:
  - Memorandum (memo) on your office’s letterhead from your supervisor to the director of your office. Memo should be date stamped and signed by your supervisor (where his/her name appears in the “FROM” section near the top of the memo.)
  - Memo on your office’s letterhead from the director of your office to your Assistant Administrator (AA). Memo should be date stamped and should be signed by the director of your office (where his/her name appears in the “FROM” section near the top of the memo).
  - Memo on your office’s letterhead from your AA to the Acting Director of WFMO, Christine M. Carpino. Memo should be date stamped and should be signed by the AA (where his/her name appears in the “FROM” section near the top of the memo). Note: if you work directly for the AA, you would not need to create the first two memos.
  - Memorandum of Agreement (MOA), submitted unsigned and undated. Develop the MOA by coordinating closely with the host office because they must also eventually sign it, in addition to your AA. All financial considerations must be coordinated and included in the MOA. Note: the MOA must remain unsigned until the Department approves the assignment.
  - Routing slip (concurrence sheet).
  - SF-52. [To find a fillable version of the SF-52, visit: <http://www.wfm.noaa.gov/> and click on the “Forms” tab on the navigation bar on the left side of the page]. The SF-52 should be signed in Part A, Blocks 5 and 6.
2. Locate a copy of your Position Description (PD) from your electronic Official Personnel File (eOPF) at: <https://eopf.nbc.gov/doc/>.
3. Compile the documents above and begin the concurrence process, starting with your direct home office supervisor.
4. When you receive the signed package back from your AA’s office, move on to step 5.
5. Obtain approval for your assignment by sending an email containing a brief description of the assignment, proposal of duties, and the time period of the assignment to the NOAA Chief Financial Officer (CFO). It is recommend that you attach the “Request DOC Approval of Outside Detail Form” on page 3 as that form is required for Step 6. Note: for assignments to Capitol Hill only, approval must also be obtained from the Director of the Office of Legislative and Intergovernmental Affairs.
6. Forward the CFO’s approval email (including your original request) to the NOAA Chief of Staff. Attached to that email, you must complete and include the “Request DOC Approval of Outside Detail Form” on page 3, which will be used by the NOAA Chief of Staff to get approval for your assignment from the Department of Commerce’s Chief of Staff. The NOAA Chief of Staff will let you know when you can submit your formal package for clearance. At that point, move on to Part 2.

## **Part 2 – Approval through WFMO to the Department:**

Prepare your electronic submission for the WFMO Policy, Oversight and Accountability Division by doing the following:

1. Scan and email all documents to the WFMO Policy, Oversight and Accountability Division at: PolicyProgramMgmt.IntakeBox@noaa.gov. Copy: [Lelia.Jordan@noaa.gov](mailto:Lelia.Jordan@noaa.gov), as well as me (Tracy.Levstik@noaa.gov), your supervisor, and your LCDP Line/Staff Office Coordinator on the email.
2. Keep hard copies of all documents for your records.
3. The WFMO Policy, Oversight and Accountability Division will develop and submit an electronic request from the Director of WFMO to the Director of the Office of Human Resources Management (OHRM) at the Department for Office of General Counsel and OHRM concurrence.
4. OHRM will notify WFMO when the assignment has been approved.
5. WFMO in turn will notify you, me and your servicing HR Specialist of the approval. **You may not begin your assignment until this approval is received.**

## **Part 3 – Final Steps after Departmental Approval:**

1. Once the Department has approved your assignment, the MOA must be signed by your AA and by the host office. Provide a scanned copy via email to the following individuals:
  - Me (Tracy.Levstik@noaa.gov)
  - The WFMO Policy, Oversight and Accountability Division at: PolicyProgramMgmt.IntakeBox@noaa.gov **and** Lelia Jordan at: Lelia.Jordan@noaa.gov.
  - Your servicing HR Specialist, and
  - Your LCDP Line/Staff Office Coordinator.
2. Your servicing HR Specialist will process your SF-52.

## Request DOC Approval of Outside Detail Form

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**Employee Name:**

**Bureau:** NOAA

**Proposed Detail Start Date:**

**Proposed Detail End Date:**

**Title/Series/Grade:**

**Destination Agency:**

**Non-Reimbursable/Reimbursable:**

**Salary and Benefit Cost:**

**Justification for Detail (one paragraph):**

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**\* If non-reimbursable, please indicate how much the Department will be paying in salary and benefits to the employee while he/she is on detail. Please provide a separate dollar figure for both salary and benefits. If partially reimbursable, please indicate the salary and benefit figure the Department is responsible for while the employee is on detail.**

## **Attachment H**

### **LCDP Individual Development Plan**

- The LCDP participant and his/her supervisor should use the IDP to communicate and clarify expectations for training, developmental assignments, and other developmental activities. As such, the IDP is an ever-changing document that shows where the participant is going and how they will get there.
- The LCDP IDP is tailored to address the two to three specific leadership development objectives that the participant has decided to target during the 18-month program.
- Participants are required to develop their LCDP IDP within two months following completion of Orientation week. For LCDP Class IX participants, the IDP must be developed, signed and dated by the participant, the home office supervisor and the LCDP Line/Staff Office Executive Sponsor by Friday, September 12, 2014. The participant’s mentor must be identified on the IDP. A copy (with all signatures) must be provided to the LCDP Program Manager and the appropriate LCDP Line/Staff Office Coordinator.
- At the conclusion of the program, an updated, final IDP (with all signatures) must be provided by Friday, February 12, 2016 to the LCDP Program Manager, with a copy to the appropriate LCDP Line/Staff Office Coordinator.

<b>Contact Information</b>	
<b>Name of LCDP Participant:</b>	
<b>Position and Series:</b>	
<b>Title:</b>	
<b>Current GS-level (or equivalent):</b>	
<b>Name (LO/SO, Program Office) and Location (City/State) of the Home Office:</b>	
<b>Contact Information (telephone number, email address, and mailing address):</b>	

<b>Home Office Supervisor’s Contact Information:</b>	
Name:	
Title:	
E-mail Address:	
Telephone Number:	

Targeted LCDP Leadership Development Objectives		
	Objective	Explanation (Description of why the learning objective has been selected. Reasons should be specific and should be based on (for example): <ul style="list-style-type: none"> <li>• Leadership development gaps that the participant has identified;</li> <li>• Known areas of leadership strengths the participant wants to expand upon;</li> <li>• Other specific reasons.)</li> </ul>
1		
2		
3		

**Details and Timeline: How Leadership Development Objectives Will Be Accomplished**

Formal Classroom Leadership Training				
Course Title, Vendor, Cost & Funding Source	Brief Course Description	Course Dates	Targeted Learning Objectives	Status (Completed or Planned)
Orientation Week (FEI)  <i>*Cost covered by NOAA contract.</i>	The purpose of this week of training is to orient participants to the LCDP program, how it works, what is expected of them, and how to make the most of it. Participants receive formal feedback that enhances self-awareness and informs the development of their IDP. Participants build relationships with their classmates, peer advisors and program support staff.	July 13 - July 18, 2014		<b>Planned</b>
Leadership Course #1 (FEI)  <i>*Cost covered by NOAA contract.</i>	Participants will enhance their coaching skills. They will learn strategies to lead teams for exceptional results through video-taped assessments and feedback sessions in small groups. Participants will learn to apply leadership lessons from Shakespeare to their contemporary leadership issues. They will explore themes and learn time-tested principles that remain highly relevant to leadership in the 21st century.	January 25 - February 6, 2015		<b>Planned</b>
Leadership Course #2 (FEI)  <i>*Cost covered by NOAA contract.</i>	Participants will learn strategies to lead individual and organizational change. They will learn about leadership, co-leadership, and power partnerships. Participants will read case studies and actively discuss and exchange ideas on the most useful ways to work effectively with bosses, subordinates, press and Congress in a course titled "Thank You, James Madison!" Participants will learn fundamental behaviors and practices necessary to establish relationships based on mutual trust	July 12 - 17, 2015		<b>Planned</b>

Formal Classroom Leadership Training				
	and respect through the “Stable Leadership in a Dynamic Environment” course.			
Leadership Course #3 (FEI)  <i>*Cost covered by NOAA contract.</i>	Participants will learn about leadership, executive performance, and the emerging neuroscience. Participants will also learn the importance of leadership and balance, learning to integrate human performance theory with business strategy.	January 24 - 28, 2016		<b>Planned</b>
LCDP Class VIII Graduation (NOAA)  <i>*Cost covered by NOAA contract.</i>	The program culminates with a graduation ceremony for Class IX participants in Silver Spring, MD.	January 29, 2016		<b>Planned</b>

Developmental Assignments			
Time Frame of the Assignment:	Start Date:	End Date:	Duration in Calendar Days:
<b>LCDP Participant’s Contact Information on Assignment:</b>			
E-mail Address:			
Telephone Number:			
<b>Host Office Supervisor’s Contact Information:</b>			
Name:			
Title:			
E-mail Address:			
Telephone Number:			

<b>Description of Duties, Products &amp; Outputs:</b>
<b>Relationship of the Assignment to Career Goals:</b>

--

**Benefits to Home Office/NOAA:**

--

**Benefits to the Host Office:**

--

**Explanation of Costs & Responsibility for Payment between the Host and Home Offices (if applicable):**

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**How Performance will be Appraised During the Assignment**

The Host Office Supervisor will assess the Participant’s performance at the conclusion of the assignment, which will be used by the Home Office Supervisor to complete the Participant’s annual performance evaluation. The assessment will use the “LCDP Developmental Assignment Evaluation Form.”

<b>Other Leadership Developmental Activities</b>				
<b>Title, Cost &amp; Funding Source</b>	<b>Brief Description</b>	<b>Dates</b>	<b>Targeted Learning Objectives</b>	<b>Status (Completed or Planned)</b>
				<b>Planned</b>

<b>Mentor</b>	
<b>Mentor’s Contact Information:</b>	
Name:	
Title:	

E-mail Address:	
Telephone Number:	

Signature of LCDP Participant:	Date:
Signature of Home Office Supervisor:	Date:
Signature of Executive Sponsor:	Date:

**Attachment I**  
**Competency Crosswalk – ECQs and Benchmarks 360**

SES ECQs and Related Competencies	Benchmarks Competencies	Derailers
<p><b>Leading People</b>  This core qualification involves the ability to lead people toward meeting the organization’s vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.</p> <p><b>Related Competencies:</b> Conflict Management, Leveraging Diversity, Developing Others, Team Building</p>	<p>Self Awareness  Career Management  Balance Between Work and Personal Life  Composure  Respect for Differences  Change Management  Leading Employees  Participative Management  Building Collaborative Relationships  Compassion and Sensitivity  Putting People at Ease</p>	<p>Problems with Interpersonal Relationships  Difficulty Building and Leading a Team</p>
<p><b>Leading Change</b>  This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.</p> <p><b>Related Competencies:</b> Creativity &amp; Innovation, External Awareness, Flexibility, Resilience, Strategic Thinking, Vision</p>	<p>Change Management  Leading Employees  Participative Management  Self Awareness  Career Management</p>	<p>Difficulty Building and Leading a Team  Difficulty Changing or Adapting</p>
<p><b>Results Driven</b>  This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p> <p><b>Related Competencies:</b> Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Credibility</p>	<p>Strategic Perspective  Being a Quick Study  Decisiveness  Confronting Problem Employees  Building Collaborative Relationships  Taking Initiatives</p>	<p>Failure to Meet Business Objectives</p>

<p><b>Building Coalitions</b>  This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.</p> <p><b>Related Competencies:</b> Partnering, Political Savvy, Influencing/Negotiating</p>	<p>Change Management  Leading Employees  Confronting Problem Employees  Participative Management  Building Collaborative Relationships  Putting People at Ease  Respect for Differences  Composure  Self Awareness  Career Management</p>	<p>Problems with Interpersonal Relationships  Difficulty Building and Leading a Team  Difficulty Changing or Adapting  Too Narrow a Functional Orientation</p>
<p><b>Business Acumen</b>  This core qualification involves the ability to manage human, financial, and information resources strategically.</p> <p><b>Related Competencies:</b> Financial Management, Human Capital Management, Technology Management</p>	<p>Strategic Perspective  Being a Quick Study  Taking Initiative</p>	<p>Too Narrow a Functional Orientation</p>