

Announcement Title: NOAA LCDP VIII Call for Applications
Announcement Number: 11-01-2011 NOAA LCDP VIII
Opening Date: Tuesday, November 1, 2011
Closing Date: Monday, November 28, 2011 at 11:59 p.m. Eastern Time
Maximum Number of Candidates to be Selected: 26

NOAA Leadership Competencies Development Program Overview

NOAA's Leadership Competencies Development Program (LCDP) is a competitive, 18-month, intermittent NOAA leadership development program. It provides a series of training and learning experiences for a cadre of NOAA employees who have high potential for assuming greater leadership responsibilities in the agency. The program promotes cross-line, multidisciplinary experiences that broaden participants' understanding of NOAA's strategic vision, mission, and goals, as well as our business processes. The LCDP, a key component of NOAA's Strategic Human Capital Management Plan, is our premier succession planning initiative.

LCDP is expected to be an important source of candidates for NOAA senior and/or executive level positions. Successful completion of the program, however, does *not* guarantee selection for such jobs, nor is it a substitute for the Department of Commerce Senior Executive Service Candidate Development Program. LCDP graduates interested in future senior or executive level positions may compete for them under merit promotion procedures when openings occur.

Eligibility

To apply to LCDP Class VIII, you must submit your online application at: <http://www.surveymonkey.com/s/2011LCDPapp> by the closing date, November 28, 2011. Details and suggestions about the application process are below.

You must meet the qualification requirements outlined in this announcement in order to be considered for selection into the LCDP. You must have been working full-time as a NOAA employee for at least 2 years as of the closing date of the announcement period. Also, you may not be a current participant in any other long-term developmental program (that is, a program lasting 12-months or longer) funded by NOAA or the Department of Commerce.

You must *currently* be at one of the following grade levels:

- GS/GM-13, GS/GM-14, or GS/GM-15
- Pay Band ZA-4, ZA-5, ZP-4, ZP-5, or ZT-5
- Commissioned Officer O-4, O-5, or O-6

Please note that *no exceptions* have ever been made to these eligibility requirements. Pay Band III employees (equivalent to the GS/GM-12 or GS-GM-11) are *not eligible* to apply to the LCDP.

Program Purpose

The purpose of the LCDP is to identify and develop NOAA's potential future senior leaders. This is accomplished by:

- Expanding your knowledge and understanding of our corporate vision, mission, goals;
- Developing your leadership competencies by providing customized leadership training and professional development opportunities;
- Strengthening your ability to communicate in and across NOAA;
- Encouraging and fostering your contribution to managing diversity in the workplace.

Learning Objectives

The learning objectives for LCDP participants are to:

- Develop a set of core leadership competencies based on NOAA's and your needs;
- Develop a subset of individually selected leadership competencies as determined by your learning goals;
- Gain knowledge of, and experience with, our business processes for creating a corporate NOAA and for working successfully with Congress;
- Gain knowledge of our current environment and challenges, and the need to work together across organizational lines;
- Expand your network of professional associates inside and outside of NOAA.

LCDP leadership competencies are selected from the Office of Personnel Management's Executive Core Qualifications, which are [defined online](#).

Benefits to Line/Staff Offices and Participants

Line/Staff Office Benefits

The LCDP provides Line/Staff Offices with:

- Program participants who bring new approaches to their permanent positions and their developmental activities;
- Employees who possess exceptional leadership skills;
- Employees capable of assuming broader NOAA leadership roles;
- Potential candidates for filling critical positions within the organization.

Participant Benefits

You have the opportunity to:

- Participate in a formal, NOAA-wide leadership development program with a cross-agency cohort group;
- Perform a variety of developmental activities to further grow your NOAA leadership competencies;

- Gain increased visibility within your Line/Staff Office and across NOAA;
- Achieve enhanced responsibility in your current job or in a new position.

LCDP graduates interested in future senior or executive level positions may compete for them under merit promotion procedures when openings occur.

Key Developmental Components

The LCDP provides the following key developmental components:

- A formal mentoring relationship with a NOAA senior leader who provides guidance throughout the program;
- A pre-program individual 360-degree assessment to determine leadership development needs;
- An Individual Development Plan (IDP) to lay the groundwork and plan how you will gain appropriate skills and experience;
- A formal core leadership training program covering a range of subjects and issues facing NOAA leaders;
- A series of career-broadening developmental assignments and activities;
- An opportunity to participate in specific corporate NOAA and Line/Staff Office initiatives;
- A post-program individual 360-degree assessment to determine leadership development progress.

Program Structure

The program provides you a wide range of training presented in a variety of ways: mentors, formal core leadership training, developmental assignments, and other developmental activities.

Mentors

Each participant is paired with a NOAA mentor (at a GS-15, SES, or equivalent level) who provides advice and evaluates progress throughout the program. In addition, an expert in executive development, currently from the Federal Executive Institute (FEI), facilitates the formal core leadership training and provides coaching and feedback sessions for participants and mentors.

Formal Core Leadership Training

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

Required formal training sessions for all LCDP VIII participants are as follows:

Dates	Session Title
March 13, 2012	LCDP Class VIII Meeting (virtual attendance allowed) (Tues).
April 15 – 19, 2012	Orientation at FEI (Sun. – Thurs.)
April 20, 2012	Mentor/Mentee Workshop in Silver Spring, MD (Fri.)
October 7 – 19, 2012	Leadership Course #1 at FEI (2 weeks, starts Sun., ends Fri.)
April 21 – 26, 2013	Leadership Course #2 at FEI (Sun.-Fri.)
October 6 – 10, 2013	Leadership Course #3 at FEI (Sun.-Thurs.)
October 11, 2013	Graduation in Silver Spring, MD (Fri.)

LCDP class members are also expected to participate in specific NOAA leadership training sessions conducted outside of FEI, including LCDP Leadership Week, which will take place between Leadership Courses #2 and #3 at a location to be announced in 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.

Developmental Assignments

During the 18-month LCDP program, you will be 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, DOC, other agencies, or appropriate public/private sector organizations. At least one assignment should be in an NOAA Office outside of your Line/Staff Office.

Other Developmental Activities

Additional leadership development activities are based on your needs and are documented in your IDP. Activities may include, for example, specific NOAA-wide or Line/Staff Office projects, shadowing higher-level NOAA leaders, readings on leadership development, and other training as appropriate.

Role of the Supervisor

Supervisor support is critical for success in the LCDP, as full participation in the program requires a significant amount of time away from the home office (see Program Structure section above for expected time commitments). Your supervisor and your mentor play key roles in guiding and supporting you in the creation and implementation of the IDP. A statement of supervisory support from your immediate supervisor is part of the application process (see Supervisor Statement below).

Online Application Process and Supervisor Statement

Online Application Process: <http://www.surveymonkey.com/s/2011LCDPapp>

You are strongly advised to discuss your interest in LCDP with your supervisor before applying.

To apply, you must complete and *submit* the online LCDP VIII Application (active only during the announcement period). We strongly recommend that you first print out the [fillable PDF version](#) of the application (available on the LCDP website), prepare your responses, and then cut-and-paste your responses into the online application. This will allow you to spell check your responses and maintain a record of your application as the online system will not allow you to print a copy. You must submit the online version of the application to be considered for LCDP Class VIII.

The application process has been designed so you can work on your application during multiple sessions prior to submitting it. PLEASE NOTE: You must click on the "Next" button at the bottom of the page to save your data before exiting the application. You must enter data (even if it is a few random characters) into all required fields on the page you are currently on before exiting, or you will lose all data on that page.

Then, you can exit the application at any time by clicking on the "Exit the application" button on the top right side of the screen, and then re-enter the application by re-launching the web link.

When you are ready to submit your application, you must respond affirmatively to the final question (Question #60), certifying that your LCDP application is complete as submitted. Then click the "Done" button. You must hit the "Done" button when you are ready to submit, or your application will not be considered.

Please keep in mind the following:

- Applications must be submitted online by the close of the application period (Monday, November 28, 2011 at 11:59 p.m., Eastern time);
- Incomplete applications will not be considered;
- No changes will be accepted after the application has been submitted.

You and your supervisor will be notified by e-mail that your application has been SUBMITTED. (Note: These e-mail messages are not generated automatically, so please allow up to 72 hours after the application has been submitted for the confirmation e-mail message to be received.) The e-mail message to the supervisor will include a request that the supervisor complete a Supervisor Statement, due by Friday, December 2, 2011.

Supervisor Statement

A statement of support from an LCDP applicant's immediate supervisor is requested as part of the application process. **The Supervisor Statement is due by close of business, Friday, December 2, 2011.** The purpose of this statement is for the supervisor to indicate his or her:

- Assessment of the applicant's qualifications for participation in the LCDP;
- Approval of the time required for the applicant to fully participate in the program;
- Agreement of the funding required for the applicant to participate in the LCDP (see "Program Funding" below for estimated costs).

The supervisor and applicant will be notified by email that the Supervisor Statement was received. Please note that this email is not automatically generated, so allow 72 hours processing time.

Selection Criteria and NOAA Leadership Competencies:

LCDP selection is based on NOAA's criteria and follows merit principles. These criteria address the applicant's potential for achieving the Six NOAA Leadership Competencies critical to senior leadership positions within the organization. You must address each competency in writing to demonstrate how your background, experience, and potential meet these criteria (see Tips for Writing a Quality Response below for additional information). The Six NOAA Leadership Competencies are:

Competency 1 — Leads People

Demonstrates skill or potential for leading people, such as:

- Fosters a culture of teamwork and respect with internal and external customers that improves results and/or achieves goals;
- Resolves conflicts effectively;
- Reflects organizational core values through clear and consistent actions;
- Promotes diversity goals and/or outreach efforts;
- Works effectively in matrix-managed organizations; or
- Leads initiatives across NOAA to identify scientific issues to be researched.

Competency 2 — Continuous Learner

Demonstrates skill as a continuous learner, such as:

- Pursues advanced or continuing education;
- Participates in training and developmental opportunities;
- Seeks out projects and/or assignments outside current job responsibilities; or
- Adapts behavior and work methods in response to new information and changing conditions.

Competency 3 – Business Proficiency

Demonstrates skill or potential for business proficiency, such as:

- Aligns financial planning with performance goals;
- Ensures procurement and acquisition procedures are properly used;
- Understands budget formulation and execution processes; or
- Plans and integrates new technology proactively to meet organizational and customer needs.

Competency 4 – Problem Solver

Demonstrates skill or potential for complex problem solving, such as:

- Anticipates, identifies, and diagnoses barriers to a goal;
- Develops innovative alternatives to existing operations;
- Creates contingency plans to ensure a goal is met;
- Integrates disparate concepts and/or issues; or
- Solves complex research problems at the national or regional level by leading teams and/or building scientific coalitions with universities and other partners.

Competency 5 – Strategic Thinker

Demonstrates skill or potential for strategic thinking, such as:

- Understands the roles and relationships of a variety of organizational functions and missions;
- Develops strategies for integrating diverse interests of multiple stakeholders;
- Identifies and integrates key political, economic, social, scientific, and technological issues affecting the organization;
- Advocates change to meet anticipated customer demands or to promote the use of new technologies in the office;
- Participates in complex research or operational problems/activities; or
- Develops strategies for approaching or resolving short and long-term problems.

Competency 6 – Communicator

Demonstrates communication skills, such as:

- Delivers clear and convincing oral presentations to individuals and groups within and outside the office;
- Writes reports and other documents that reflect the position and work of the organization in a clear, convincing and organized manner;
- Establishes and maintains working relationships with internal organizational units;
- Engages in cross-functional activities;
- Develops and enhances alliances with external groups;

- Considers and responds appropriately to the needs, feelings and capabilities of different people in different situations;
- Gains cooperation from others to obtain information and accomplish goals.

Tips for Writing a Quality Response

It is highly recommended that applicants follow the “Challenge-Context-Action-Result” (CCAR) model in documenting their qualifications under each NOAA Leadership Competency.

Components of the CCAR model are:

- **Challenge** — describe a specific problem or goal;
- **Context** — describe the individuals/groups you worked with and/or the environment in which you worked to tackle a particular challenge;
- **Action** — discuss specific actions you took to address the challenge;
- **Result** — give specific examples of the results of the actions you took to demonstrate the quality and effectiveness of your leadership skills.

CCAR a results-oriented approach that requires you to focus on the leadership skills needed to manage programs, processes, and people. This approach provides a more complete picture of your leadership competencies and what specific role you played in your organization’s success. The focus is on what you accomplished, not what the organization accomplished.

You may use all of your past experience to demonstrate your knowledge, skills, and abilities. This can include professional experience in the public and private sectors as well as volunteer experience, education and training, awards, and other accomplishments.

Selection Process

You will be rated and ranked, and the best qualified applicants will be interviewed. Your supervisor may be contacted during the selection process to discuss his or her evaluation of your potential for participation in the LCDP. Final selections will be made by the NOAA Deputy Under Secretary.

You will be notified of your selection, or non-selection, in the LCDP VIII class by March 1, 2012. The LCDP VIII class will begin in April 2012.

Program Funding

For clarification on how the LCDP is funded in your office, please contact your [LCDP Line/Staff Office Coordinator](#).

The estimated cost of LCDP participation is twofold:

- The required leadership development training at the FEI — a 5-week split session — is approximately \$20,000. In addition to the formal training, this cost includes the LCDP orientation and graduation, post-program individual assessment, and lodging and meals at FEI. Travel to and from FEI, however, is not included in this cost.

- Additional costs (estimated at \$10,000) are variable and highly dependent upon both the location and the duration of your developmental assignments and your additional training expenses, including:
 - All participant travel;
 - Additional training (other than FEI); and
 - Per diem (lodging and meals) associated with developmental assignments and additional training (other than FEI).

Additional Information

For questions, please contact your [LCDP Line/Staff Office Coordinator](#).

The NOAA LCDP does not discriminate in selection on the basis of race, color, religion, sex, national origin, political affiliation, sexual orientation, marital status, disability, age, membership in an employee organization, or other factors.