



DEPARTMENT OF AGRICULTURE

Senior Executive Service Candidate Development Program Plan

<p>Senior Executive Service Candidate Development Program</p>	<p align="center">Program Framework (Proposed)</p>
<p>Program Oversight:</p>	<p>The Executive Resources Board will provide oversight of the Senior Executive Service Candidate Development Program</p>
<p>Commitment and Support:</p> <ul style="list-style-type: none"> • Secretary, Deputy Secretary, and Executive Resources Board (ERB) • Departmental Administration • Office of Human Resources Management 	<p>Senior Executive Service Candidate Development Program Commitment:</p> <ul style="list-style-type: none"> • USDA Senior Executives view the program as an invaluable tool to consciously address succession planning; the Secretary's Executive Resources Board directs this focus toward developing high potential employees with leadership capabilities that are critical to USDA's mission and succession needs • Graduates are viewed as a primary source for filling future USDA Senior Executive Service (SES) positions and for increasing diversity in the Department's upper management ranks <p>Support:</p> <ul style="list-style-type: none"> • <u>Departmental Administration</u> (through reimbursement by applicable agencies) will provide central funding & resources for program orientation, core training (Leadership Forums), and graduation for all candidates (including non-USDA selectees) • <u>The Office of Human Resources Management</u>, will provide: <ol style="list-style-type: none"> 1) overall program management/coordination; 2) Program administrative and logistical support; 3) diversity outreach efforts throughout the course of the Program; and will, 4) track and report on Program and candidates' progress to the ERB
<p>Office of Personnel Management Qualifications Review Board Certification of Executive Core Qualification (ECQ) Process:</p>	<p>The Secretary's ERB will determine and certify when a candidate has successfully completed the USDA SESCDP and will request certification of the candidate's Executive Core Qualifications by an Office of Personnel Management Qualifications Review Board under the criterion of 5 U.S.C. 3393(c)(2)(B). Individuals who receive QRB certification will be eligible for non-competitive career appointment to any SES position for which they meet mandatory technical qualifications. Participation in this program does not guarantee placement in an SES position.</p>
<p>Program Timeline:</p>	<p>Public Announcement of the Program: November 2002</p> <p>Application Deadline: December 2002</p> <p>Selection of Candidates: December 2002 – February 2003</p> <p>Program Begins: March 2003</p> <p>Program Graduation/Closeout: May 2004</p>

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<p>Program Focus and Duration</p> <ul style="list-style-type: none"> • USDA Mission Needs and Key Business Line Focus • USDA Succession Planning Focus • USDA Leadership Development Focus • USDA Targeted Disciplines (See Program Marketing Below) 	<p>Succession Planning Needs:</p> <p>Succession planning needs are being determined by USDA organizations through a process of reviewing USDA’s demographics, projected retirements, and targeted disciplines. The following indicates projected retirements through 2007:</p> <table data-bbox="762 535 2030 649"> <tr> <td>Total USDA SES employees:</td> <td>340 employees</td> </tr> <tr> <td>USDA SES employees currently eligible to retire:</td> <td>117 employees</td> </tr> <tr> <td>USDA SES employees eligible to retire between 2002-2007:</td> <td>220 employees</td> </tr> </table> <p>Total Maximum Potential Retirements: 220 SES employees out of 340 (65%)</p> <p>The following occupational job series are projected to have large numbers of retirement eligibles:</p> <table data-bbox="762 795 2030 1055"> <thead> <tr> <th><u>Job Series</u></th> <th><u>Titles</u></th> </tr> </thead> <tbody> <tr> <td>401</td> <td>General Biological Sciences</td> </tr> <tr> <td>340</td> <td>Program Management</td> </tr> <tr> <td>301</td> <td>Miscellaneous Administration and Program</td> </tr> <tr> <td>460</td> <td>Forestry</td> </tr> <tr> <td>905</td> <td>General Attorney</td> </tr> </tbody> </table> <p>Program Duration: 15 months. Candidates selected from career or career-type appointments within the civil service must complete all components of the Program while continuing to work in their position of record on a part-time basis. Candidates selected from other than career or career-type appointments within the civil service may only participate in the Program if they accept a Schedule B appointment and are assigned to a full-time position created for developmental purposes in order to complete all components of the Program. [re: 5 CFR §412.203(b)]</p>	Total USDA SES employees:	340 employees	USDA SES employees currently eligible to retire:	117 employees	USDA SES employees eligible to retire between 2002-2007:	220 employees	<u>Job Series</u>	<u>Titles</u>	401	General Biological Sciences	340	Program Management	301	Miscellaneous Administration and Program	460	Forestry	905	General Attorney
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<p>To Whom and How is the Program Being Marketed (Based upon Potential Selection of 50 Candidates):</p> <ul style="list-style-type: none"> • All qualified Federal civil service employees with a minimum of 1 year of supervisory/managerial experience at the GS/GM-14/15 or equivalent level. • Individuals with backgrounds, capabilities, and experiences that relate to the critical mission and business needs of USDA. • Program marketing will be targeted to reflect the diversity and occupational needs of USDA. • Program will be marketed using a variety of communication mechanisms; e.g., OPM’s USAJobs web-site; internal e-mail system; briefings; dedicated web-site information, etc. 	<p>Qualified Federal civil service employees with a minimum of 1 year of supervisory/managerial experience at the GS/GM-14/15 or equivalent level:</p> <ul style="list-style-type: none"> • Demonstrate exceptional managerial/leadership potential. • Prepare now for future leadership positions. • Serve in a variety of leadership roles across USDA. • Explore the multiple dimensions of leadership. • Develop the competencies necessary for SES positions. • Obtain better understanding of USDA programs, missions, values, and management issues. • Assume key executive positions. • Be mobile in support of key programmatic objectives. <p><u>Targeted Disciplines:</u></p> <p>To meet USDA’s mission, succession planning, and critical skills needs, the following disciplines will be targeted for program selection: Science and Technology; Agribusiness and Industry; Natural Resources and Environment; Program Management; Legal and Business Management. However, because the majority of the Department’s SES positions are technically oriented, it is expected that most selectees will be from among applicants possessing:</p> <ul style="list-style-type: none"> • Knowledge and experience sufficient to direct and lead, scientific, technical, administrative-management, or legal activities associated with USDA mission areas. • Capacity to direct and lead activities in more than one functional area of field of specialization (interdisciplinary experience). • Demonstrated competence or high potential in the SES Executive Core qualifications: <ul style="list-style-type: none"> - Leading Change - Leading People - Result Driven - Business Acumen - Building Coalitions/Communication

Senior Executive Service Candidate Development Program	Program Framework (Proposed)
<p>Program Components/Requirements:</p> <ul style="list-style-type: none"> • Pre-Assessment; On-going Program Assessment; and Post-Assessment • Orientation to USDA and its Mission/Program Goals and Objectives • Development of a Leadership Development Plan • Formal training of at least 80 hours that addresses the ECQ's and their application to SES positions Governmentwide. The training has Governmentwide applicability and includes interaction with a wide mix of Federal employees outside the candidate's department or agency to foster a corporate perspective. • On-Line Learning and Independent Study • Developmental assignment(s) driven by participant's individual needs as identified in the Leadership Development Plan. <i>OPM requires at least 4 months of developmental Assignment(s) outside the candidate's position of record.</i> • SES Mentor and Executive Coach • Career Enhancement Plan Development (Post-graduation continuous learning plan) • Graduation/Program Closeout 	<p><u>Pre-Assessment (Prior to Selection into the Program); Mid-Program Assessment; and Post-Program Assessment:</u></p> <ul style="list-style-type: none"> • Pre-Assessment will be used to further evaluate applicant experience, skills, executive and leadership potential. • On-going Assessment of candidates' progress in completing their various program requirements will be conducted continuously. Reports will go the sponsoring agency and to the ERB throughout the Program. A candidate can be discontinued or may withdraw from the Program without prejudice to his or her ability to apply directly for SES positions. [re: 5 CFR §412.104(f)] • Post-Program Assessment of the candidates' completion of the Program, as well as an assessment of the Program from the Candidates' perspective, will take place at the conclusion of the Program. <p><u>Kick-off/Orientation into the Program</u></p> <ul style="list-style-type: none"> • Overview of SES Candidate Development Program Components and Expectations Perspectives of Key USDA Executives on USDA and the SES <p><u>Leadership Development Plans</u></p> <ul style="list-style-type: none"> • Joint effort between the candidate, mentor and coach. Identifies key areas of emphasis as identified in assessment process LDP will be used to strengthen and develop the five ECQ's, required by OPM to enter the SES <p><u>Core Leadership Interagency Training/Executive Core Competencies Training for all Candidates</u> USDA intends for this training to include a wide mix of participants such that it meets the OPM formal training requirement. If it does not, each candidate will be required to attend an additional 80-hour training course that meets OPM's regulatory requirement.</p> <ul style="list-style-type: none"> • Leadership Forum #1: <u>Setting the Stage</u> (12 hours) <i>Topics include:</i> Executive Coaching; Mentoring; Leadership Styles • Leadership Forum #2: <u>The Leader – Leading by Example</u> (16 hours) <i>Topics include:</i> Individual Message of Leadership; Building and Maintaining a Values-Based Culture; Establishing a Vision • Leadership Forum #3: <u>The Leader as Communicator</u> (16 hours) <i>Topics include:</i> Speak So Others Will Listen; Prepare Effective Presentations; Enhance Listening Skills • Leadership Forum Training #4: <u>The Leader – Developing Others</u> (16 hours) <i>Topics include:</i> Exploring Leadership Models In-Depth; Giving and Receiving Feedback; Effective Delegation; Leveraging Diversity

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<p>Program Components/Requirements (Continued):</p> <ul style="list-style-type: none"> • Pre-Assessment; Mid-Program Assessment; and Post-Assessment • Orientation to USDA and its Mission/Program Goals and Objectives • Development of an Executive Development Plan • Formal training of at least 80 hours that addresses the ECQ’s and their application to SES positions Governmentwide. The training has Governmentwide applicability and includes interaction with a wide mix of Federal employees outside the candidate’s department or agency to foster a corporate perspective. • On-Line Learning and Independent Study • Developmental assignment(s) driven by participant’s individual needs as identified in the Leadership Development Plan. <i>OPM requires at least 4 months of developmental Assignment(s) outside the candidate's position of record.</i> • SES Mentor and Executive Coach • Career Enhancement Plan Development (Post-graduation continuous learning plan) • Graduation/Program Closeout 	<ul style="list-style-type: none"> • Leadership Forum #5: <u>The Leader as Coalition Builder & Business Leader</u> (20 hours) <i>Topics include:</i> Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis & Environmental Considerations; Creation of a Strategic Plan; Developing Metrics • Leadership Training Forum #6: <u>The Leader in Government - Making It Happen Inside the Beltway</u> (16 hours) <i>Topics include:</i> The Budget Process – Obtaining Resources; The Legislative Process – Obtaining Legal Authorization; The Regulatory Process – Implementing Legislative Authority; Media Relations Training • Leadership Forum #7: <u>The Leader as Change Agent and Advocate</u> (16 hours) <i>Topics include:</i> Leading Change Initiatives; Moving Beyond Resistance to Change; Develop Innovative and Creative Solutions to Organizational Problems <p><u>Project Action Teams</u></p> <p><i>Focus of Project Action Teams:</i> Problem Solving by “Business Teams” focused on real USDA Issues/Concerns Presentation to Key USDA Executives and ERB on Findings/Potential Solutions/Results Topics may include: Human Capital Management; Homeland Security; Creating a Corporate USDA culture; etc.</p> <p><u>Independent Study:</u> Candidates will be expected to supplement Leadership/Executive Core Competencies training and developmental activities through Independent Study using courses available on the Office of Personnel Management On-Line Learning Center (www.golearn.gov) as well as selected readings; e.g. books on Leadership Development; Business/Management research and issues; Scientific and Technical Journals, etc.</p> <p><u>Developmental Assignments:</u> Developmental assignments will be based upon candidates’ approved Executive Development Plan, the extent of individual training and developmental needs, and will be focused on achievement of the Executive Core Qualifications.</p> <p><u>Mentor Requirements:</u> Candidates must have a USDA SES member as a mentor. The mentor facilitates personal and professional growth by sharing knowledge and insights that have been learned through years of experience.</p> <p><u>Executive Coaching:</u> Candidates will be assigned an Executive Coach who will work with them to design a customized Leadership Development plan and help candidate operate at their professional best</p> <p><u>Career Enhancement Plan:</u> Candidates, with their mentors and coaches, will develop a 2-year Career Enhancement Plan prior to Program graduation. This plan will focus on continuous learning beyond the SESCO and will maintain the focus on achieving competence necessary for success in the Senior Executive Service</p> <p><u>Graduation ceremony:</u> Time, date, and location of the graduation ceremony will be determined based upon the expected program completion date.</p>

Senior Executive Service Candidate Development Program

Recruitment, Qualification, Evaluation and Selection:

The Office of Human Resources Management, Executive Resources and Services Division, Department of Agriculture, Washington, D.C., on behalf of the Executive Resources Board, will manage recruitment, diversity outreach, qualification, evaluation and the selection process.

The Graduate School, United States Department of Agriculture will provide administrative, logistical, and reporting support to USDA for the SES Candidate Development Program through an Interagency Agreement.

All candidates will be selected through SES merit staffing procedures consistent with 5 C.F.R. §317.501 and, for Schedule B appointments, 5 C.F.R. §412.203(b)(3).

Program Opportunity Announcement:

Developed by OHRM with GS/USDA support.
Reviewed/Approved by the ERB.

Program Framework (Proposed)

Area of Consideration: All qualified Federal civil service employees.

Qualification Requirements, Evaluation & Selection Criteria:

- Applicants must be in the Federal civil service workforce with a minimum of one year of supervisory/managerial experience at the GS/GM-14/15 or equivalent level.
- Applicants must demonstrate competence or high potential in the SES Executive Core Qualifications.
- Applicants must submit written statement addressing each of the following ECQ's: **Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions/Communication.**
- **In addition, applicants should submit a 1 page statement describing:**
 - ✓ Unique competencies and qualifications that you would bring to USDA and an SES position.
- **Applicants will be evaluated in the following manner:**
 - ✓ Application package reviewed for completeness (incomplete packages will not be considered further).
 - ✓ Basic qualifications review (Federal civil service with a minimum of one year of supervisory/managerial experience at the GS/GM-14 /15 or equivalent level; applicants without this experience will not be considered further).
 - ✓ Rating and ranking by a diverse merit staffing panel using only the information submitted for consideration against a crediting plan.
 - ✓ A list of "high potential" individuals will be determined at this point based upon scores from the rating and ranking process.
 - ✓ Those found to be "high potential" would be asked to participate in an assessment center process. Those who perform well in the assessment center will be referred to the Department's Executive Resources Board (ERB) for further consideration.
 - ✓ The ERB will review each finalist's application materials, rating and ranking scores, and assessment center results to determine final selections.
 - ✓ Applicants will be notified in writing of the outcome.
 - ✓ Candidates will be notified in writing of their selection into the SES Candidate Development Program.

It is anticipated, based upon historical attrition, expected retirements and succession planning, that the majority of individuals selected will have scientific, natural resources, agribusiness and technical backgrounds and/or experience; however, limited needs exist in the legal and administrative fields as well.

Program Opportunity Announcement: Announce for at least 45 Calendar Days

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<p>Diversity and Outreach Strategy:</p> <p>The Department of Agriculture seeks to promote diversity within its leadership and SES ranks by actively seeking a diverse pool of qualified applicants for leadership positions.</p>	<p>Diversity and Outreach Strategy:</p> <ul style="list-style-type: none"> • The Secretary of Agriculture’s Civil Rights Policy Statement issued in 2001, states a commitment to: <ul style="list-style-type: none"> ✓ Foster a culture of inclusion and respect; a culture that values and respects differences and allows each and every employee to participate fully and succeed up to his or her potential. ✓ Eradicate illegal discrimination and to practicing equal employment opportunity and inclusiveness in our workforce. ✓ Comply fully with equal employment opportunity laws, rules and regulations. • OHRM’s Diversity Program Managers will be key partners in our SESCDP outreach efforts. • SES Candidate Review Panel Membership will reflect a diverse workforce.
<p>Role of Office of Human Resources Management (OHRM)</p> <p>Questions regarding the Department of Agriculture Senior Executive Candidate Development Program may be addressed to:</p> <ul style="list-style-type: none"> • Joseph V. Colantuoni Acting Director, OHRM (202) 720-3585 • Mary Jo Thompson Director, Executive Resources and Services Division, OHRM (202) 720-2101 • Linda Browdy USDA SES Candidate Development Program Coordinator (202) 720-2101 	<p>The Office of Human Resources Management will:</p> <ul style="list-style-type: none"> • Provide overall Program guidance. • Assure necessary resources to carry out the Program (through senior management). • Plan, coordinate, and provide guidance and oversight for all components of the Program. • Act as Contracting Officer’s Representative for the CI International Blanket Purchase Agreement. • Develop specific Task Agreements with GS/USDA in support of the recruitment, assessment and selection components of the Program. • Assure the development and tracking of candidate leadership development plans. • Assure the OPM certification process is managed in accordance with USDA and OPM requirements. • Provide reports to USDA management as requested.