Department of Commerce
Senior Executive Service
Candidate Development Program
Opportunity Announcement

ARE YOU A ..... Leader? Visionary? Forward Thinker? Risk Taker?

ARE YOU willing to make a difference by enhancing the quality of life for the American people by stimulating the economy and creating jobs; performing scientific research and promoting the advancement of science and technology; promoting trade and helping business and industry to improve their international competitiveness; and improving public health, safety and the environment?

The Department of Commerce (DOC) is looking for tomorrow's leaders who have the vision, talent, skills and desire to succeed in a Senior Executive Service (SES) Candidate Development Program (CDP) designed to prepare future executives in mission critical occupations.

Vacancy Announcement Number: DOC SES CDP-04

Opening Date: May 26, 2004
Closing Date: June 25, 2004

Applications must be received by the closing date of this notice. Incomplete application packages or application packages received after the closing date will not receive further consideration. Applicants who previously applied to SES CDP-03, open from May 12, 2003 to June 28, 2003, need not reapply. However, those applicants must go online to select the series under which they wish to be considered.

Area of Consideration: DOC employees who are currently serving on a career or career-type appointment at the GS/GM-14/15 level or equivalent. Employees in the National Institute of Standards and Technology (NIST) Alternative Personnel System or the Department's Demonstration Project are considered equivalent to the GS-14 level when the salary in the appropriate pay band equals or exceeds the pay at the GS-13 step 4 level and when the qualification requirements for the GS-14 and GS-15 levels are met.

Location: Washington, D.C. or other DOC locations in the United States.

About the Program: The Department's SES CDP is designed to provide a series of developmental experiences for a cadre of individuals who have high potential for assuming executive responsibilities in the future. These developmental experiences will include formal training and seminars, work assignments, and individual mentoring from current SES members.

Key Program Features:

- A 24-month part-time professional developmental program filled with challenging opportunities,
- Individual assessment to help develop a tailored executive development plan (EDP) based on the specific needs of each candidate to gain experience in the ECQs,
- Orientation of participants to major leadership issues,
- Mentoring by highly qualified senior executives specifically trained to assist candidates in successful completion of the CDP,
- One or more developmental assignment totaling at least 4 months designed to provide experience in the ECQs,
- Action Learning Projects designed to provide an opportunity for candidates to work on DOC cutting edge projects or issues,
- Periodic progress reports to offer feedback on the results of their individual performance and growth, and
- Referral for the Office of Personnel Management (OPM) certification of ECQs following successful completion of the program.

Typically, applicants selected for this program will possess a level of knowledge and experience sufficient to lead and evaluate administrative, business, legal, intellectual property, economic, or scientific program management related to the Department's mission requirements.

Certification: Candidates in the Department's CDP may not be placed in an SES position non-competitively. Successful completion of the CDP elements and requirements will result in a review by the CDP Program Manager and the Director for Human Resources Management of a candidate's record and EDP, which results in referral to an OPM Qualification Review Board (QRB) for certification. Certification at the end of the CDP is of benefit to candidates when applying for SES positions in the future because a second OPM QRB certification would not be necessary.

Participants may apply and be selected for SES or non-SES positions while in the CDP.

Evaluation Methods and Selection

Applicants will be evaluated in the following manner:

1. Application package for completeness (incomplete packages will not receive further consideration).
2. Basic qualifications - Federal civil service experience at the GS/GM-14/15 level or equivalent. (The equivalent level for employees in the NIST Alternative Personnel System or the

Program Duration: The CDP is a 24-month part-time and collateral assignment that offers formal training and challenging opportunities designed to prepare candidates to compete for future SES positions.

Salary: No change in salary will occur due to participation in this part-time developmental program. Participants are expected to remain in their current position in their current bureau.

Number and Type of Candidate Slots: Up to 35 candidates will be selected. Selection for the CDP program will first be made from applicants who identify interest in one or more of the series below, who meet the specialized experience requirements for these series, who are rated highly qualified by the rating panel, who are referred by the interview panel, and who score highly in an assessment center process. Based upon the Department's critical mission needs, the positions that will be filled first are in the following titles and series: Economist – 0110, Miscellaneous Administration and Program – 0301, Attorney – 0905, General Business and Industry – 1101, Patent Administration – 1220, Physical Scientist – 1301, Meteorologist – 1340, and Statistician – 1530.

If the program total of up to 35 candidates is not reached, additional selections may be made from among those applicants who express an interest in the following series: Human Resources – 0201, Telecommunications Specialist – 0391, Fishery Biologist – 0482, Physicist – 1310, Oceanographer – 1360, Mathematical Statistician – 1529, and Information Technology Specialist – 2210.

Eligibility: Applications will be accepted from all qualified DOC employees serving in career or career-type appointments. Applicants must have a minimum of one-year experience at the GS-14/15 level or equivalent. As indicated on the cover page, employees in the NIST Alternative Personnel System or the Department's Demonstration Project are considered equivalent to the GS-14 level when the salary in the appropriate pay band equals or exceeds the pay at the GS-13 step 4 level and when the specialized experience qualification requirements for the GS-14 and GS-15 levels are met.

Applicants must meet the specialized experience requirements for the series they select, and experience or potential for development in the five Executive Core Qualifications (ECQs). Additional information on completing the ECQs is described in the Office of Personnel Management (OPM) Executive Core Qualifications Guidance at: http://www.opm.gov/ses/sesguide.html.

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

Mobility: Mobility is a condition of employment in the SES but geographic moves are not anticipated/required for CDP participation. However, selected candidates may be required to complete developmental assignments outside the D.C. metropolitan area.

Department's Demonstration Project is considered equivalent to the GS-14 level when the salary in the appropriate pay band equals or exceeds the pay at the GS-13 step 4 level.) Applicants who do not meet the basic requirements will receive no further consideration.

3. Specialized experience qualification for each series in which the applicant specifies interest.
4. Rating and ranking by a merit staffing panel using only the information submitted for consideration against a crediting plan. A list of "highly qualified" individuals will be determined at this point based upon scores from the rating and ranking process.
5. Applicants found to be "highly qualified" will be interviewed by an SES panel.
6. A subset of the applicants interviewed by the SES panel will participate in an assessment center process. Those who perform well in the assessment center will be referred to the Department's Director for Human Resources Management (OHRM) for further consideration.
7. The Director, OHRM, will review each finalist's application materials, the rating and ranking scores, interview results, and assessment center results to determine the final selections.
8. Applicants will be notified in writing of the outcome of the selection process.

How to Apply

To receive consideration, interested employees must submit an online application to: https://hr.ohrm.doc.gov/sesvac/uid.asp. *Applicants who previously applied to SES CDP-03, open from May 12, 2003 to June 28, 2003, need not reapply. However, those applicants must go online to select the series under which they wish to be considered. They also have the option of updating their application.* A copy of the most recent performance appraisal, Supplemental Qualification Questionnaire (Attachment B of this announcement), and SF-50, Notification of Personnel Action, is required of all applicants and must be faxed to (202) 482-2898, Attn: Paul Jordan or Debby Hall. Faxed applications will not be accepted.

Applicants must submit a statement online addressing each of the ECQs defined in attachment A. ECQ statements may not exceed a total of 10 pages. Additional guidance on writing ECQ statements is located in OPM's "Guide to Senior Executive Service Qualifications" at: http://www.opm.gov/ses/ecq.asp.

You must apply online at https://hr.ohrm.doc.gov/sesvac/uid.asp. The online application includes information on your experience, education, contact information, U.S. citizenship, ECQ statement limited to ten pages, series selection, and additional qualifications information such as training and awards.

In addition, you must fax to (202) 482-2898, Attn: Paul Jordan or Debby Hall the following documents:

- Copy of current or most recent performance appraisal
- Completed Supplemental Qualifications Questionnaire (Attachment B)
- Copy of most recent SF-50, Notification of Personnel Action

Applicants are responsible for ensuring that all materials required for application are received by the closing date. Facsimile applications will not be accepted. Only those documents indicated above may be provided by facsimile.

The Department of Commerce provides reasonable accommodation to applicants with disabilities. If you need a reasonable accommodation for any part of the application and hiring process, please notify Paul Jordan at (202) 482-5413 or Pjordan@doc.gov or Debby Hall at (202) 482-6187 or Dhall@doc.gov. Decisions on what constitutes a reasonable accommodation will be made on a case-by-case basis.

Selection for this program will be based solely on merit, without regard to race, color, religion, sex, national origin, age, physical disability, political affiliation, marital status, sexual orientation, or membership in an employee organization.

Privacy Act Requirements (PL 93-579): The application forms prescribed are used to determine qualifications for promotion, reassignment, or employment and are authorized under Title 5 U.S.C. Sections 3302 and 3361.

THE U.S. DEPARTMENT OF COMMERCE IS AN EQUAL OPPORTUNITY EMPLOYER

Attachment A

Information on the Executive Core Qualifications (ECQs)

LEADING CHANGE

This core qualification encompasses the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity--to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.

Key Characteristics:

Continual Learning - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

Creativity and Innovation - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

External Awareness - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

Flexibility - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Resilience - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Service Motivation - Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Strategic Thinking - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Vision - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

LEADING PEOPLE

This core qualification involves the ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

Key Characteristics:

Conflict Management - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Leveraging Diversity - Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

Integrity/Honesty - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

Team Building - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

RESULTS DRIVEN

This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

Key Characteristics:

Accountability - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

Customer Service - Balancing interests of a variety of clients, readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.

Decisiveness - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented. Entrepreneurship - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Problem Solving - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Technical Credibility - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.

BUSINESS ACUMEN

This core qualification involves the ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision-making.

Key Characteristics:

Financial Management - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

Human Resources Management - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.

Technology Management - Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization.

BUILDING COALITIONS/COMMUNICATION

This core qualification involves the ability to explain, advocate and express facts and ideas in a convincing manner and negotiate with individuals and groups internally and externally. It also

involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.

Key Characteristics:

Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

Interpersonal Skills - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

Oral Communication - Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Partnering - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Written Communication - Expresses facts and ideas in writing in a clear, convincing and organized manner.

Attachment B

Supplemental Qualifications Questionnaire

Please respond to the following questions with experience relevant to the series for which you specify interest. You may copy and paste this document in Word or WordPerfect to prepare your response and then print a copy to fax to (202) 482-2898, Attn: Paul Jordan or Debby Hall.

1. List membership(s) in a professional organization related to your current series and/or the series for which you are applying if it is different from your current position. Describe your responsibility and involvement/activity in the organization. Have you ever held an office in the organization?

2. List articles or other writings that you published in professional journals related to your current series and/or the series for which you are specifying interest if it is different from your current position.

3. Describe your work experience on an interagency task force or working group related to the series you are applying for where you served as the Department of Commerce representative. Identify whether you worked as a team member, team leader, steering committee member, etc. Specify the amount of time you dedicated to the interagency activity and the duration of the project/activity.

4. List advanced education related to your current job and/or the series for which you are specifying interest if it is different from your current job.

5. List award(s) you received related to leadership capabilities. Describe the activity/work you performed for which you received the award. What was the outcome/result of that work?