

**For:** FAS National Office Employees and All FSA Federal Employees and County Employees

**2003 New Leader Program (NLP)**

**Approved by:** Acting Deputy Administrator, Management



**1 Overview**

**A**

**Purpose**

This notice announces that HRD, Training and Development Branch (TDB) is accepting nominations for the 2003 NLP.

**B**

**Contact**

If there are questions about this notice, contact Tanya Coram-Howard at 202-418-9044 or TDD 202-418-9107.

**2 NLP Overview and Dates**

**A**

**Program Overview**

NLP is a 6-month leadership development program for Federal/County employees at the GS/CO-7 through GS/CO-11 level who have just entered leadership positions or have a high potential for leadership positions.

Each participant develops and follows a customized individual learning plan. Participants practice and develop skills in real-world situations. Classroom training supplements learning that occurs on the job.

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**Disposal Date**

July 1, 2003

**Distribution**

FAS National Office Employees and All FSA Federal Employees and County Office Employees

## 2 NLP Overview and Dates (Continued)

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### A

#### **Program Overview (Continued)**

NLP is designed around a model of effective leadership competencies. The leadership effectiveness framework will focus on the following basic competencies:

- leadership
  - problem solving
  - self-direction
  - flexibility
  - interpersonal skills
  - decisiveness
  - written communication
  - oral communication
  - technical competence
  - teaming
  - customer service
  - conflict management
  - working effectively in a diverse workforce.
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### B

#### **Program Dates**

There will be 2 six-month programs for 2003.

Program I will begin March 2003.

Program II will begin June 2003.

Each program includes 3 separate 1-week residential seminars located within 200 miles of the Washington, D.C. area.

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### 3 Program Components

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#### A Program Requirements

Participants must complete all of the following program requirements:

- Core Classroom Curriculum  
**Note:** See subparagraph B for an outline of the 3 one-week seminars.
- Self-Study Developmental Assignments
- Individual Needs Assessments
- Individual Development Plan
- Leadership Development Team Activity
- 1-week Shadowing Assignment
- Management Readings

30-day developmental assignment within the Agency, but outside position of record.

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**3 Program Components (Continued)**

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**B**

**Seminar Outline** An outline of each seminar is in the following table.

<b>Week I--Core I</b>	<b>Week II--Core II</b>	<b>Week III--Core III</b>
<b>Orientation and Skill Building</b>	<b>Teams at Work</b>	<b>Team Presentations, Close-Out, and Graduation</b>
Participants are assigned to a their leadership development team during this session and, as a team, explore a program-related issue. Participants will also focus on: <ul style="list-style-type: none"> <li>• individual development needs</li> <li>• self-direction</li> <li>• team building</li> <li>• leadership skills</li> <li>• team formation</li> <li>• interpersonal skills.</li> </ul>	Core II takes place 6 weeks after orientation and concentrates on: <ul style="list-style-type: none"> <li>• team performance</li> <li>• conflict management</li> <li>• decision making and problem solving</li> <li>• interpersonal communications</li> <li>• customer service</li> <li>• diversity in the workplace</li> <li>• flexibility</li> <li>• presentation skills.</li> </ul>	This is the final week of the program. The emphasis is on: <ul style="list-style-type: none"> <li>• oral communications</li> <li>• self-direction</li> <li>• leadership teams delivering their presentations.</li> </ul>

**C**

**Additional NLP Information** Exhibit 1 contains information from the NLP brochure.

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## Notice PM-2324

### 4 Nomination Process

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#### A

#### Nominee Qualifications

Nominees for NLP must be:

- permanent full-time employees
- **Note:** Schedule B employees, with re-employment rights, are also eligible to apply.
- GS/CO-7 through GS/CO-11 or equivalent level
- 1 of the following:
  - first-line supervisors
  - team leaders
  - administrative support
  - project leader
  - potential leader
  - members of self-directed work team
- motivated and have the potential to complete all requirements and participate fully in all components of NLP.

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#### B Nomination Procedure

Eligible employees may apply by submitting a nomination package containing the following:

- completed AD-2014 (Exhibit 2), including supervisory concurrence and signature. SED signature is required for all State and County Office employees.

**Notes:** Union Officials on 100 percent official time do not need supervisory concurrence and signature.

AD-2014 is available from the FFAS employee forms site accessible from <http://intranet.fsa.usda.gov>.

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## Notice PM-2324

### 4 Nomination Process (Continued)

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#### **B Nomination Procedure (Continued)**

- statement assessing the nominees potential written by the first-line supervisor or appropriate Agency official
- current resume, OF-612, or SF-171 that includes the following:
  - full name
  - home address
  - applicant's signature
  - date signed
- a written statement of up to 2 pages addressing how the following abilities or competencies are supported in your current position.

**Note:** When providing the written statements, address the following abilities or competencies individually:

- leadership
  - initiative
  - interpersonal communication
  - oral
  - written
  - technical competence.
- list of all formal training courses taken in the last 5 years.

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#### **C Accommodations**

Persons with disabilities who require accommodations to attend or participate in this training should contact Tanya Coram-Howard at 202-418-9044 or TDD 202-418-9107 by **COB October 21, 2002.**

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Notice PM-2324

4 Nomination Process (Continued)

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**D**

**Where to Send  
Nomination  
Packages**

Send the **original** and 3 copies of the completed AD-2014 using either of the following methods. **FAXed copies will not be accepted.**

<b>IF sending by...</b>	<b>THEN use the address...</b>
regular mail	Tanya Coram-Howard USDA, FSA, HRD, TDB STOP 0574 1400 Independence Avenue SW Washington, DC 20250-0574.
FedEx	Tanya Coram-Howard USDA, FSA, HRD, TDB Suite 303-A 2101 L Street NW Washington, DC 20037-1526.

**E**

**Deadline Date**

All nominations must be **received** in HRD, TDB by **COB October 21, 2002**. Nominations received after this date will not be considered. Substitution of nomination items will not be permitted after the deadline.

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## Notice PM-2324

### 5 Selection Process

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#### A

#### Participants by Organization

Employees selected will be organizationally distributed as follows:

- FAS may support up to 3 nominees
  - FSA may support up to 20 nominees.
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#### B

#### Participant Selection

Participants will be selected as follows.

- Panels will review and rank employee nominations using Agency-wide criteria.
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**Note:** USDA prohibits discrimination in all of its programs and activities on the basis of race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, and marital or family status. (Not all prohibited bases apply to all programs.) This agency provides reasonable accommodations to applicants with disabilities. The decision on granting reasonable accommodation will be on a case-by-case basis.

- The work of candidates while on official time, performing labor relations representational functions, must be viewed with neutrality.
  - FAS and FSA Partnership Council-related work shall be viewed as administrative duty, and thus shall be subject to evaluation by the panel. Recommendations are made to the Administrator based on the following table.
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<b>IF the nominee is an employee of...</b>	<b>THEN the...</b>
FSA	<ul style="list-style-type: none"><li>▪ Panel recommends final participants and refers participants to the Administrator or designee for approval for the allotted number of spaces approved.</li></ul>
FAS	<ul style="list-style-type: none"><li>▪ Executive Advisory Group makes recommendations to the Administrator</li><li>▪</li><li>▪ Administrator or designee selects final participants.</li></ul>

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## Notice PM-2324

### 5 Selection Process (Continued)

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#### C

##### Panel Membership

HRD, TDB will facilitate panels. Separate panels will be established for each Agency. The panel consists of:

- 3 voting agency employees
- 1 nonvoting HRD, TDB representative
- 1 nonvoting EEO representative
- 1 nonvoting union representative. **Union participation will be based on Agency's selection panel.**

**Note:** No panel will be held if the number of applications received does not exceed the number of positions available.

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#### D

##### Program Costs

Tuition for 2003 NLP is \$2,595 per participant.

- Tuition for FAS employees will be paid from the Agency wide management fund.

**Note:** Individual training budgets will not be charged. The employees division will pay travel, lodging cost, and per diem.

Tuition, travel, lodging costs, and per diem for FSA, GS, and County Office employees shall be coded to their originating office. Upon notification that candidates have been selected, the originating office may request an increase in their travel allotment consistent with the travel costs associated with participation in the program. Requests shall be submitted to the FSA Budget Division.

**Note:** Meals **are not** included in the tuition costs. Meal costs for graduation luncheon is included in the tuition costs.

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**Notice PM-2324**

**5 Selection Process (Continued)**

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**E  
Selection  
Notification**

HRD, TDB will notify nominees whose names are forwarded to the Graduate School, USDA for consideration. The Graduate School, USDA will send selectees written notification of their acceptance.

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**F  
Labor  
Management  
Obligations**

Where exclusive representation exists, bargaining may be requested to the extent allowed by applicable statutes. Where contract language already addresses these policies and procedures for bargaining unit employees, contract language prevails.

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**Information From NLP Brochure**

# New Leader Program

## The Program

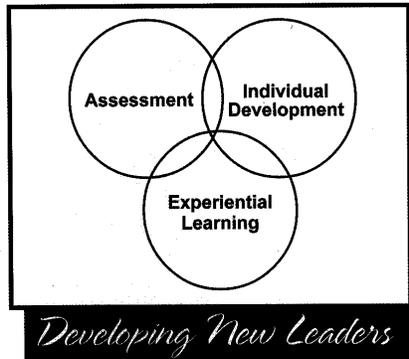
The New Leader Program is designed to develop future public service leaders by providing assessment, experiential learning and individual development opportunities. This six-month program provides future public service leaders with solid training and a developmental foundation in leadership skills and team building, enhanced by agency developmental experiences.

The program is open to public service employees at the GS 7-11 levels who have a high potential for leadership or have recently entered leadership positions. These positions often include first-line supervisors, team leaders, project managers, administrative support and members of self-directed work teams. The New Leader Program is for participants who wish to develop, enhance or improve their leadership skills. Individuals should be nominated for this program based on their potential and motivation to complete all requirements and participate fully in all components of this intensive program.

## An Integrated Approach to Leadership Development

The New Leader Program uses an integrated approach to the development of public service leaders. Activities are designed to tie together program components throughout the six-month program. Our approach to developing New Leaders includes:

- Assessment of Participant Needs
- Experiential Learning
- Individual Development



## Assessment Activity

The program begins with each individual completing two assessment instruments. Participants, along with their supervisors and peers, complete the assessments, which are used to help participants understand their strengths and developmental needs in order to achieve more effective results from the program. The assessment activity facilitates participant development by providing objective feedback on developmental needs. The assessment phase includes:

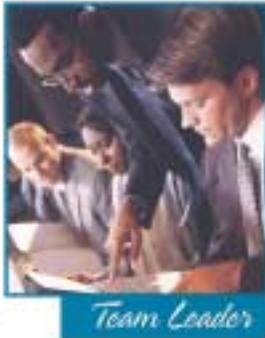
- Leadership Effectiveness Inventory (a 360-degree feedback assessment instrument)
- Myers-Briggs Type Indicator

With the help of staff and faculty, participants combine assessment results from these and other sources to design a personalized Leadership Development Plan.

## Information From NLP Brochure (Continued)

### Individual Development

Each participant then begins to implement their customized Leadership Development Plan. The Leadership Development Plan is the participant's blueprint and road map throughout the program. It consists of customized developmental objectives and experiences that will assist growth and utilize the New Leader Program's integrated approach to leadership development. Participants receive classroom instruction and counseling in preparing their Leadership Development Plan and are required to coordinate plan preparation with their first-line supervisor and their agency program coordinator to ensure appropriate support.



The Leadership Development Plan also includes a series of developmental activities within the participant's employing organization. These self-directed activities are designed to provide insight into the organization's mission, values and culture. They also reinforce formal classroom training and ensure that the participant meets future developmental needs.

### Experiential Learning

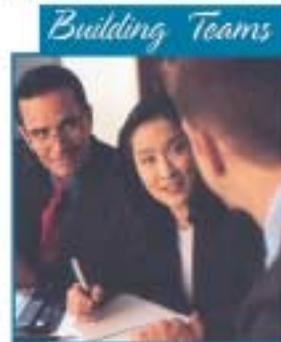
Participants practice and develop skills in real world situations. This includes developmental activities, team-based learning, simulations, role playing, and case studies. Classroom learning and other experiences supplement on-the-job learning. Participants are also assigned to learning teams, which aid them in becoming self-directed, action-oriented and visionary leaders. The experiential learning focuses on these program components:

- Three one-week residential sessions
- Learning Teams/Team Projects
- Thirty-day developmental work assignment
- Management readings
- Management interviews
- Shadowing assignment

### Developmental Assignments

This program component is designed to provide participants with opportunities to develop competencies in areas outside of their technical expertise. These assignments will provide exposure and visibility at various levels of organizational leadership. Each participant is required to complete:

- Thirty-day developmental assignment outside position of record
- Management book reviews
- Management readings
- Interviews and shadows of senior-level managers
- Leadership Development Team project/presentation



### Core Classroom Curriculum

Classroom activities take place in three intensive one-week residential sessions. Participants are initially assigned to a Leadership Development Team. These teams remain intact throughout the program and attend all curriculum sessions together.

Each week of the residential sessions focuses on skill building, teams at work and various leadership competencies. These leadership competencies include:

- Team building
- Decision making/problem solving
- Decisiveness
- Customer service
- Conflict management
- Oral communication
- Written communication
- Leveraging diversity
- Flexibility

This form is available electronically.

<b>AD-2014</b> (09-20-02)		U.S. DEPARTMENT OF AGRICULTURE Farm Service Agency	
<b>2003 NEW LEADER PROGRAM (NLP)                  NOMINATION FORM</b> <b>Note: Deadline October 21, 2002</b>			
1. Indicate appropriate Agency ( <i>Check</i> ) FSA <input type="checkbox"/> FAS <input type="checkbox"/>		2. Indicate choice of NLP Session ( <i>Check only one</i> ) March 2003 <input type="checkbox"/> June 2003 <input type="checkbox"/>	
3. Name	4. Duty Station Address ( <i>Including Zip Code</i> )		5. Stop Code
6. Title	7. Grade ( <i>GS or CO and Grade</i> )	8. Tele. No. ( <i>Work</i> ) ( <i>Include Area Code</i> )	
9. Please notify your supervisor that you are submitting your name for consideration of the training listed above. Have your supervisor sign below to indicate that they have been notified. <b>Travel/lodging cost will be funded by the employee's office travel budget.</b> <b>NOTE:</b> Union officials on 100% official time do not need supervisory concurrence and signature.			
A. Supervisor's Signature		Date ( <i>MM-DD-YYYY</i> )	
B. State Executive Director's Signature (Required for all State and County Federal and Non-Federal Employees)		Date ( <i>MM-DD-YYYY</i> )	
10. Other required information to be included with this nomination form: <ul style="list-style-type: none"> <li>A. A statement written by the first-line supervisor or Agency Nominating Official that assesses the applicant's potential.</li> <li>B. Current resume, OF-612, or SF-171 which includes the following:                         <ul style="list-style-type: none"> <li>• Full name</li> <li>• Home address</li> <li>• Signature of applicant</li> <li>• Date</li> </ul> </li> <li>C. Written statement of 2 pages addressing the below abilities or competencies in the following areas are supported in your current position;  <i>NOTE: When providing the written statement address the below abilities or competencies individually:</i> <ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Interpersonal communications</li> <li>• Leadership</li> <li>• Initiative</li> <li>• Technical competence</li> </ul> </li> <li>D. List of all formal training courses taken in the last 5 years.</li> </ul>			
11. Please submit this nomination form, and all other "required" information listed above (the original and 3 copies), by October 21, 2002 to:			
Tanya Coram-Howard USDA FSA HRD Training and Development Branch Stop 0574 1400 Independence Avenue SW Washington DC 20250-0574		OR	FEDEX Tanya Coram-Howard USDA FSA HRD Suite 303-A 2101 L ST NW Washington DC 20037-1526