

For: FAS National Office Employees

**2004 New Leader Program (NLP) for FAS**

Approved by: Acting Deputy Administrator, Management



**1 Overview**

**A Program Announcement**

HRD, Training and Development Branch (TDB) is accepting nominations for the FY 2004 NLP, which is sponsored by the USDA Graduate School. NLP:

- is a competency-based leadership development program that is designed to develop employees into more effective leaders through a series of developmental experiences
- uses an integrated approach to leadership development through providing assessment, experiential learning and individual development opportunities
- is announced for FAS employees at the GS-7 through GS-11 levels or equivalent who have a high potential for leadership or have recently entered leadership positions.

**B Purpose**

This notice provides:

- information about the nomination and selection processes for NLP
- a description of NLP (Exhibit 1).

**Note:** Participants will be **away from their positions for a minimum of 2 months** during the 6-month period. Additional work time will be needed to complete some activities and to meet other requirements that must be accomplished. Carefully consider these time requirements with your first-line supervisor **before** submitting a nomination package.

**C Contact**

If there are questions about this notice, contact Tanya Coram-Howard, HRD, TDB at 202-418-9044.

<b>Disposal Date</b>	<b>Distribution</b>
January 1, 2004	All FAS National Office Employees

## 2 Nomination Process

### A Nominee Qualifications

Nominees for NLP must:

- be full-time, permanent FAS employee
- be at the GS-7 through GS-11 level or equivalent level
- be a nonsupervisor, or new supervisor, with less than 1 year's supervisory experience during their entire Federal career
- demonstrate leadership and management potential.

**Note:** Schedule B employees with re-employment rights are also eligible to apply.

### B Nomination Procedure

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

- completed AD-2014 (Exhibit 2), including supervisory signature (**mandatory**)

**Note:** AD-2014 is available at <http://dc.ffasintranet.usda.gov/>.

- completed Class of 2004 NLP Application (Exhibit 3)

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

- written statement of up to 2 pages addressing how the following abilities or competencies are supported in your current position
  - leadership
  - initiative
  - interpersonal communication (people skills)
  - oral communication
  - written communication
  - technical competence

**Note:** When providing written statements, address each ability or competency **individually**.

## Notice PM-2393

### 2 Nomination Process (Continued)

#### B Nomination Procedure (Continued)

- current OF-612, SF-171, **or** resume signed and dated by the applicant with current home address
- list of all formal training courses taken in the last 5 years

**Note:** Do **not** submit a completed SF-182 until the nominee is notified of selection for NLP.

- signed statement written by the first-line supervisor or the appropriate Agency official assessing the applicant's potential for leadership or managerial responsibilities.

**Note:** Only employees who follow the Agency's nomination procedures in this notice will be considered for selection to participate in this program. **Do not apply directly to the USDA Graduate School.** FedEx all nomination packages to Tanya Coram-Howard.

#### C Where to Send Nomination Package

Because of a major mail delay, send the **original and 3 copies** of the completed nomination package using FedEx or hand deliver to the following address.

TANYA CORAM-HOWARD  
USDA, FSA, HRD, TDB  
SUITE 303-A  
2101 L STREET NW  
WASHINGTON, DC 20037-1526

**Note:** FAXed copies of nomination packages will **not** be accepted.

#### D Deadline

All nominations must be **received** in HRD, TDB by **COB December 12, 2003**. Nominations received after this date will **not** be considered. Substitution of nomination items will not be permitted after the deadline.

### 3 Selection Process

#### A Participants

**FAS** may support up to 3 nominees.

### 3 Selection Process (Continued)

#### B Participant Selection

Participants will be selected as follows.

HRD/TDB specialist will assemble an Assessment Panel consisting of at least 2 members who occupy positions at a grade level not lower than the full performance level of the Long Term Training Program (LTTP) being filled. There will be an EEO (nonvoting) observer present and there may be a union (nonvoting) representative observing during this process.

#### C Panel Membership

The Assessment Panel:

- will review and rank employee nominations using criteria established Agency-wide for LTTP's
- has the final responsibility for determining best qualified candidates based on valid LTTP related criteria and employee's application package.

**Note:** The Assessment Panel refers best-qualified candidates to the Executive Advisory Group (EAG) which makes selection recommendations to the FAS Administrator. The Administrator or designee selects final participants. **No panel will be held if the number of nominations received does not exceed the number of slots available.**

USDA prohibits discrimination in all 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.

#### D Labor Management Obligation

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.

**3 Selection Process (Continued)**

**E Program Costs**

Tuition for the 2004 NLP is \$2,595 per participant.

**Notes:** Tuition for FAS employees will be paid from the Agency wide management fund. Individual training budgets will not be charged. The employees division will pay travel, lodging cost, and per diem.

Travel and a minimum of 3 trips (various locations) are required.

**F Accommodation**

Persons with disabilities who require accommodations to attend or participate in this training should contact Tanya Coram-Howard at 202-418-9044 or TDD at 202-418-9107.

**Note:** Some accommodation services, such as a sign language interpreter, require at least 3 days notice to schedule.

**G Selection Notification**

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

**Description of 2004 NLP****PROGRAM DESIGN**

The New Leader Program (NLP) is a 6-month program open to women and men at the GS 7 through 11 levels. This program is designed for nonsupervisors with less than 1 year's supervisory experience during their careers within the Federal government.

The program is tailored to each participant's developmental needs, focusing on the Graduate School's, USDA Leadership Effectiveness Inventory (LEI), for leadership/managerial skills and personality assessment. In addition to LEI other program components include the following:

- **personal development action plan**
- **leadership development team activity and presentation**
- **developmental work assignments**
- **shadowing assignments**
- **executive interviews**
- **management readings**
- **management book reviews.**

**PROGRAM CURRICULUM**

NLP is structured around three 5-day residential seminars held within a 250-mile radius of the Washington, D.C., metropolitan area. During residential sessions, participants attend a different seminar each day with topics reflecting core leadership competencies. In addition to the core classroom curriculum, individual developmental assignments will need to be completed outside of the participant's normal work hours. Classroom learning and individual assignments allow participants to tailor the program to specifically meet their developmental needs.

**Orientation Session**

Participants will begin with a 1-week orientation session to establish a working relationship between other participants and program staff. Held at a residential training site, this session will outline program requirements, policies, expectations, and opportunities.

**Practical Applications for New Leaders**

The Practical Applications for New Leaders Session is a 1-week residential seminar that will apply various team development concepts and skills within their respective organizations, understand how emotional intelligence impacts leadership, learn and apply principles of problem solving and decision making, become culturally competent in the workplace, apply techniques to improve interpersonal communication, gain insight and practical tools to achieve competency in managing conflicts, and apply new skills and practice using different conflict modes.

**Description of 2004 NLP (Continued)****PROGRAM DESIGNS (Continued)****Managing Transition, Team Presentations, Closeout, and Graduation**

The Managing Transition, Team Presentations, Closeout and Graduation Session is a 1-week residential seminar where participants will develop individual skills and leadership competencies, and will reinforce classroom learning. These activities are designed to give participants insight into their agency's mission, culture, and organizational structure. In addition these developmental activities provide exposure to other perspectives and methods for accomplishing work.

**PROGRAM COMPONENTS****Individual Needs Assessments**

Before attending the orientation session, participants will complete LEI to assess their level of strengths and developmental needs.

**Leadership Development Action Plan**

Each participant will design a Personalized Leadership Development Action Plan (PDAP), which will act as a blueprint and road map throughout the course of the program. This plan will be tailored to individual needs and consist of customized developmental objectives and experiences that will assist the participant's growth and utilize the program's integrated approach to leadership development. PDAP should include all program requirements and other continual learning activities.

**Leadership Development Team Activity**

During the orientation session, participants will be assigned to Leadership Development Teams. These teams are designed to strengthen team building and interpersonal skills, stimulate commitment to personal development and continued learning, and provide a forum to explore current issues facing managers/executives in the Federal workplace. Each team will design and deliver a 1-hour presentation on 3 of the 22 LEI components. This presentation will be conducted during the Close-Out Week Activity.

**Developmental Assignments**

Developmental Assignments are designed to prepare participants for the nature and scope of responsibilities they are likely to assume and to strengthen their competence to perform well in another position. At a minimum, participants will complete one 30-day developmental assignment outside of their position of record; however inside of the participant's agency. These assignments can be counted as either calendar or actual workdays. Assignments must be completed during the program year.

**Description of 2004 NLP (Continued)****PROGRAM COMPONENTS (Continued)****Shadowing Assignment**

Each participant will complete a 5 day (1-week) assignment “shadowing” a Federal manager/executive at the GS-13 level to Senior Executive Service (SES) level. By observing managers/executives in action, participants will gain exposure to managerial duties, responsibilities, and approaches. Participants will observe how the concepts learned in the program are applied in real-world situations

**Executive Interview**

Participants will interview 1 Federal manager employee from the GM/GS-13 through SES level. The Executive Interview will provide opportunities for personal interaction with high level executives to strengthen interpersonal skills.

**Management Book Reviews**

Participants will read and review 2 books on leadership and management issues. This component will enhance each participant’s sensitivity to management environment issues, trends, and managerial concepts that may impact effectiveness as managers and supervisors, and strengthening analytical skills. A management reading list is provided at the orientation session.

**Program Impact Paper**

The purpose of the Program Impact Paper is to provide participants an opportunity to reflect on the year’s experiences. The Program Impact Paper must be a minimum of 3 pages.

**Close-Out Week Activities**

During the final week of NLP, participants will participate in the following activities to round out their program experience.

- **Leadership In the New Millennium** is an opportunity to learn from experts and executives on the future of leadership in the Federal government.
- **Leadership Development Team Presentations** where each team will conduct a 1-hour presentation based on 3 of the 22 LEI competencies.
- **Graduation Ceremony** where agency program coordinators, supervisors, agency officials, and guests are invited to celebrate each participant’s success.

**Description of 2004 NLP (Continued)**

**PROGRAM SCHEDULE**

There will be 2 sessions for the 2004 NLP.

**Session 1**

**Orientation:** March 28-April 2, 2004

**Teams at Work:** June 13-18, 2004

**Graduation:** September 19-24, 2004

**Session 2**

**Orientation:** June 6-11, 2004

**Teams at Work:** September 12-17, 2004

**Graduation:** December 12-17, 2004

AD-2014, 2004 New Leader Program for FAS Employees Nomination Form

This form is available electronically.

<b>AD-2014</b> (11-18-03)		U.S. DEPARTMENT OF AGRICULTURE Farm Service Agency	
<b>2004 NEW LEADER PROGRAM FOR FAS EMPLOYEES NOMINATION FORM</b>			
<b>Note: Deadline December 12, 2003</b>			
1. Applicant's Session Preference (Indicate Session 1 or 2 below):			
<input type="checkbox"/> Session 1		<input type="checkbox"/> Session 2	
2A. Applicant's Name and Home Address (Include Zip Code)		3A. Division/Staff (Include Office Address and Zip Code)	4. Room No. and STOP Code
2B. Home Telephone No. (Include Area Code)		3B. Work Telephone No. (Include Area Code)	3C. Work FAX No. (Include Area Code)
5. Title of Present Position		6A. Grade	6B. Are you a Career Employee? YES <input type="checkbox"/> NO <input type="checkbox"/>
7. 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. Travel/lodging costs will be funded by the employee's office travel budget.			
<b>NOTE:</b> Union officials on 100% official time do not need supervisory concurrence and signature.			
8A. Supervisor's Name (Print)		8B. Supervisor's Signature	8C. Date (MM-DD-YYYY)
9. Other required information to be included with this nomination form:			
A. A signed statement written by the first-line supervisor or Agency Nominating Official that assesses the applicant's potential.			
B. Provide 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):			
<ul style="list-style-type: none"> <li>- Leadership</li> <li>- Initiative</li> <li>- Interpersonal Communications (People Skills)</li> <li>- Oral Communication</li> <li>- Written Communication</li> <li>- Technical Competence</li> </ul>			
C. Current OF-812 or SF-171 or resume signed and dated by the applicant with current home address.			
D. List of all formal training courses taken in the last 5 years.			
E. (Exhibit 3) (Graduate School, USDA 2004 New Leader Program Application.)			
Please submit this nomination form and information listed in Items 9A through 9E including the original and three (3) copies. All completed nomination packages must be received in the Training and Development Branch by COB December 12, 2003.			
<b>10. Please send the original and three (3) copies of the completed nomination package using either of the methods listed below:</b>			
If sending by Regular U.S. Mail, send to:		If sending by Special Delivery, hand carry or FEDEX, send to:	
Tanya Coram-Howard USDA, FSA, HRD, TDB STOP 0574 1400 Independence Avenue, S.W. Washington, DC 20250-0574		OR	Tanya Coram-Howard USDA, FSA, HRD, TDB 2101 L. Street, NW, Suite 303-A Washington, DC 20037-1526
TELEPHONE: 202-418-9044		TELEPHONE: 202-418-9044	
<b>NOTE: FAXED COPIES ARE NOT ACCEPTED.</b>			

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, Room 326-W, Whitten Building, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410 or call (202) 720-5964 (voice or TDD). USDA is an equal opportunity provider and employer.

**Class of 2004 NLP Application**

**NEW LEADER PROGRAM APPLICATION PACKAGE**  
(To Be Completed by the Applicant)

Name	
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Home Address		Work Address	

Work Phone		Work Fax	
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Home Phone		E-Mail	
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Title		Series		Grade	
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Social Security Number				
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Education	HS		AA		BA/BS		Masters		Ph.D	
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Years of Government Service	
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Immediate Supervisor's Name	
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Supervisor's Title		Supervisor's Mailing Address	
Supervisor's Telephone Number			

Supervisor's E-Mail Address	
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Agency Program Coordinator	
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Agency Program Coordinator's Telephone Number		Agency Mailing Address	
Agency Program Coordinator's Fax Number			

Agency Program Coordinator's E-Mail Address	
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**Class of 2004 NLP Application (Continued)**

***Purpose for Applying***  
(To Be Completed by the Applicant)

**Part A:** Please state your purpose for applying. How will your participation in the New Leader Program support your career goals?

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***Evaluation of Performance***  
(To Be Completed by the Supervisor)

**Narrative Evaluation of the Applicant's Performance:** Please provide a written narrative of the applicant's current performance.

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<b>Supervisor's Signature</b>	
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<b>Supervisor's Title and Telephone Number</b>	
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