

## Welcome to the NOAA Leadership Competencies Development Program (LCDP) Cohort 11 Application!

### Important Notes:

1. Please be sure to read the **updated** LCDP 11 Call for Applications at: <https://www.lcdp.noaa.gov/noaa/docs/Updated-LCDP-11-Call-for-Applications-090518.pdf> before preparing and/or submitting your application. The “Call” has been updated to remove all duplicative information from what appears below in the actual application.

2. **New for the LCDP 11 Cycle: Implementation of Blind Applications and Rating and Ranking Panel Reviews**

Blind recruitment is the practice of removing personally identifiable information from the applications of applicants including name, gender, age, education and years of experience. Blind recruitment is used to overcome unconscious bias and promote diversity in the workforce.

You must remove all personally identifiable and/or protected class information from your LCDP application prior to submitting it. Your application will be scored “blind” by your office’s LCDP Rating and Ranking Panel, and will be judged solely on the strength of your written responses.

The panel will not know your name, field or HQ location, or your education level. They will also not know your race, color, religion or creed, national origin or ancestry, gender, age, physical or mental disability, or veteran status. Best qualified candidates will move forward to the Interview process. All interviews will be conducted via telephone (no webcams allowed) to ensure a consistent interviewing experience for all candidates regardless of location.

To ensure all identifiable information has been removed from your application, search for common identifiers before you submit such as he/she, his/her, women’s/men’s, etc. Pay attention to indirect items that may identify something about you. For example, rather than referencing your leadership role on the women’s cross country team, instead say “cross country team.” If you have a question about how to word something on your application, contact your Office’s LCDP Coordinator.

3. **If an applicant is found to have exaggerated on the written application or during the interview process, they will be disqualified.**

### Application:

Applicants are required to address the following six NOAA leadership competencies in writing to demonstrate how their background, experience, and potential meet these criteria. Sample behaviors that demonstrate each competency are listed in the “Competency Descriptions” section, below. Be sure to follow the instructions in the “Application Requirements” section, also below.

1. **Please address how your background, experience, and potential have helped you to meet the "Leads People" competency.**

2. Please address how your background, experience, and potential have helped you to meet the "Continuous Learner" competency.
3. Please address how your background, experience, and potential have helped you to meet the "Business Proficiency" competency.
4. Please address how your background, experience, and potential have helped you to meet the "Problem Solver" competency.
5. Please address how your background, experience, and potential have helped you to meet the "Strategic Thinker" competency.
6. Please address how your background, experience, and potential have helped you to meet the "Communicator" competency.

### **Competency Descriptions:**

#### **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; and/or
- Leads initiatives across NOAA to identify scientific issues to be researched.

#### **Competency #2 - Continuous Learner**

Demonstrates skill as a continuous learner, such as:

- Participates in training and development opportunities;
- Seeks out projects and/or assignments outside current job responsibilities; and/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; and/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;
- Solves complex research problems at the national or regional level by:
  - ✓ Leading teams, and/or
  - ✓ Building scientific coalitions with universities and other partners; and/or
- Plans and integrates new technology proactively to meet organizational and customer needs.

### **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; and/or
- Develops strategies for approaching or resolving short-term 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; and/or
- Gains cooperation from others to obtain information and accomplish goals.

### **Application Requirements:**

- Follow this file naming convention: “Last Name\_First Name\_Office\_LCDP 11 Application.”  
For example: Doe\_John\_NWS\_LCDP 11 Application  
(Before your application is shared with your office’s Rating and Ranking Panel, your name will be removed from the title of your file and will be replaced with a series of numbers so that you cannot be identified.)
- Your application must not exceed 10 pages in length. There are six essays in total, and you can customize the length of each essay response.
- You must use the following formatting specifications on your application:
  - Times New Roman font, size 11.
  - Single line spacing.
  - Page margins must be “normal,” that is 1” all the way around.
  - The number (1-6) and the essay question you are addressing must be included in your application as the header for every question. For example:  
Essay 1. Please address how your background, experience, and potential have helped you to

meet the "Leads People" competency.

- Formatting requirements and page limits will be enforced. If your essay is longer than 10 pages, uses a smaller font, or has smaller margins, it will be rejected.
- Spell out all abbreviations the first time they are used within each essay with the exception of NOAA and DOC.
- Remove all of your personally identifiable and/or protected class information. Your name should not appear anywhere on the application, only in the title of the file you submit.
- Submit your file as a PDF.

### **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; and
- **Result** - give specific examples of the results of the actions you took to demonstrate the quality and effectiveness of your leadership skills.

The CCAR is a results-oriented approach that requires applicants to focus on the leadership skills needed to manage programs, processes, and people. This approach provides a more complete picture of each applicant's leadership competencies and what specific role he/she played in an organization's success. The focus is on what the applicant accomplished, not what the organization accomplished.

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

### **Application Tips:**

- You may bold, underline, indent or use bullets as necessary.
- Be sure to spell check your application and review it for grammar and formatting.
- Be sure to adequately answer all essays, as they are equally rated. We advise against devoting 8 of your 10 pages to answering the first essay, and then short-changing your responses to the other five essay questions.
- Keep your essay responses concise.
- Write your essays assuming a target audience that has no prior knowledge of your organization or programs. (One of the three panelists will be from outside your organization.)
- Use the "Challenge-Context-Action-Result" (CCAR) model to document your qualifications in the essays.
- Demonstrate YOUR leadership role in the essays. Focus on your contributions, not the contributions of the team. Toot your own horn. Do not be humble, yet do not exaggerate.
- Remember that you can use non-NOAA examples in your essays to demonstrate leadership (examples: PTA President, Member of School Board, Member of Home Owner's Association, etc.)
- Have trusted mentors, supervisors, or colleagues review your application before you submit (grammar, punctuation, spelling, clarity of responses, ensure removal of personally identifiable

and protected class information.)

- Don't wait to submit your application until the eleventh hour. You never know what IT glitches, internet outages, or personal emergencies may crop up – ensure you submit prior to the deadline.
- Maintain a record of your application.

### **To Submit Your Application:**

- All applications must be submitted as a PDF via email to the LCDP Director, Tracy Levstik, at: [Tracy.Levstik@noaa.gov](mailto:Tracy.Levstik@noaa.gov). Note: you are encouraged but not required to copy your home office (first line) supervisor when you submit your application so they are aware you have applied and have a copy of your responses.
- In the body of your email, you must include the name and email address of your home office (first line) supervisor. Tracy will use this information to send them a separate request to complete the two required LCDP supervisor forms, due by 11:59 p.m. on Friday, October 12, 2018. These forms are also available on the LCDP website, should you wish to proactively share them with your supervisor.
- Note: If you know that you will be transitioning from one NOAA job to the next during the application process or during the LCDP program itself, include a note when you submit your application to the LCDP Director, requesting that she have both your outgoing and new supervisor submit a supervisory statement of support for your application (include both their names and email addresses.) If you don't know who your new supervisor will be, just include your current home office supervisor's information.
- Applications must be submitted by the close of the application period (Thursday, October 4, 2018 at 11:59 p.m., Eastern time.)

### **Please keep in mind the following:**

- Incomplete applications will not be considered. You must answer every essay question.
- Applications that disregard the formatting requirements outlined above will be rejected.
- 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 RECEIVED. (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 the two required supervisor forms. Your supervisor is encouraged but not required to share their input on the two forms with you.

### **Questions?**

- Read the Updated LCDP 11 Call for Applications at: <https://www.lcdp.noaa.gov/noaa/docs/Updated-LCDP-11-Call-for-Applications-090518.pdf>
- For program cost information, visit: <https://www.lcdp.noaa.gov/noaa/docs/Line-Office-Funding-for-LCDP-Cohort11.pdf>
- For questions on funding or how to word your essay responses to make them “blind,” contact your LCDP Line/Staff Office Coordinator: <https://www.lcdp.noaa.gov/docs/lcdp-coordinators-2018.pdf>
- For all additional questions, contact the LCDP Director, Tracy Levstik: Tracy.Levstik@noaa.gov, 303-497-4231.