SENIOR EXECUTIVE SERVICE VACANCY ANNOUNCEMENT

United States Patent and Trademark Office

TITLE, SERIES, AND GRADE
Chief Information Officer
ES-301
Salary from $104,927 to $145,600
SES Career General Position

VACANCY LOCATION
United States Patent and Trademark Office
Office of the Chief Information Officer
Arlington/Alexandria, Virginia

WHO MAY APPLY
All Qualified Candidates

Unless Already a Member of the SES, Selectee Will Be Required to Serve a One-Year Probationary Period in Accordance with 5 USC 3393 (d).

NOTES: This position has been identified as a career general position in the Senior Executive Service. The Executive Resources Board will review qualification information about the candidates and make recommendations for referral to the selecting official and appointing authority. The qualifications of the proposed incumbent will have to be reviewed and approved by the Office of Personnel Management before an appointment can be made, unless the selectee is already an SES member.

BACKGROUND: The United States Patent and Trademark Office (USPTO), a cutting-edge organization dealing with intellectual property issues around the world, is seeking a high performing professional to be its Chief Information Officer. The USPTO is a fully user fee-funded organization with an annual budget over $1.3 billion and an overall staff of 6,700 comprised largely of engineers, scientists, and attorneys. The USPTO operates as a performance-based organization, plans to recruit and hire more than 900 employees next year, is quickly transitioning to electronic end-to-end processing of both patent and trademark applications, and by early next year will be fully located at its new state-of-the-art headquarters in Alexandria.

DUTIES: The Chief Information Officer (CIO) for the United States Patent and Trademark Office (USPTO) serves as the principal information-technology advisor to the Under Secretary of Commerce for Intellectual Property and Director of the United States Patent and Trademark Office. The CIO helps lead the USPTO as a performance-based, e-government agency. The CIO oversees the evaluation of information technology, the architectural design of automation initiatives, and development of strategic information technology plans, including the development and implementation of automated systems for the USPTO using a matrix management structure.

The CIO is responsible for a large, complex IT environment that has numerous concurrent development projects and architecture issues. The USPTO has one of the largest on-line storage and retrieval capacities in the Federal government, for which the CIO is responsible. The CIO oversees

major support contracts and directs a staff of approximately 500 career employees who provide technical assistance to the USPTO executive staff and all levels of management to integrate value-added information technology solutions into corporate business planning processes. In addition, the CIO is responsible for knowledge of Federal human-resources practices, Federal budgeting requirements, and Federal IT regulations and guidelines, including those in the Clinger-Cohen and IT Security Acts.

The CIO serves as corporate information officer responsible for acquiring the advanced information technology necessary to plan, model, execute and evaluate changes to USPTO business processes. In addition, the CIO provides direction and leadership for information dissemination product lines and maintains access to collections of patent and trademark information offered through the USPTO web-based applications and regional depository libraries. Finally, the CIO represents the USPTO on information technology matters with domestic and foreign governmental and industrial organizations.

SELECTIVE FACTORS: For consideration for this position, applicants must meet the following requirements.

- Demonstrated experience in exercising an extremely high degree of leadership, project management skill, initiative, judgment, and ability in managing a major IT program. Must have managed a minimum of 75 staff. Breadth of IT experience, to include knowledge of logical and physical data architectures, network communications, data base/application/web servers, middleware, and telecommunications.

- Knowledge of IT security design, operations, encryption, information access, and authentication processes.

- Ability to develop performance measures and enterprise-wide performance management practices such as service level agreements, customer surveys, internal assessments, and other appropriate performance evaluation techniques.

- Twelve to twenty years experience in the IT management field is highly desirable.

TOTAL EVALUATION OF QUALIFIED CANDIDATES: Candidates will be rated on the basis of the five SES Executive Core Qualifications and the five rating factors, considering the applicant's education, work-related experience, training, awards, professional recognition and performance appraisals as set forth in the materials submitted by the candidates, and, if needed, upon a panel interview.

QUALIFICATION REQUIREMENTS: In addition, applicants must clearly demonstrate in their application materials that they possess executive attributes in the five SES Executive Core Qualification areas:

1.   Leading Change.
2.   Leading People.
3.   Results Driven.
4.   Business Acumen.
5.   Building Coalitions/Communication.

(See the last pages of this announcement for additional guidance on the content and structure of application materials.)

NOTE: USING PLAIN SHEETS OF PAPER, PLEASE ADDRESS THE FIVE SES EXECUTIVE CORE QUALIFICATIONS AREAS AND THE FIVE RANKING FACTOR AS LISTED UNDER "EVALUATION OF QUALIFIED CANDIDATES." FAILURE TO ADDRESS EACH AREA/FACTOR MAY HAVE AN IMPACT UPON YOUR RANKING.

EVALUATION OF QUALIFIED CANDIDATES: will be on the basis of their demonstrated possession of, or potential to acquire knowledge, skills, abilities, and experience in the following areas:

Rating Factors:

1.   Demonstrated ability to lead employees with respect to IT initiatives and solutions. This includes the ability to recognize, promote, hire and retain talented employees.

2.   Demonstrated skill in identifying and evaluating new technological developments to gauge their appropriateness for business needs, both current and future. This includes knowledge of, and recent experience with, the latest server and storage technology, Web based operations, large-scale transactional image databases, tagged searchable full-text databases, workflow management tools, and high-volume, transaction-based IT systems.

3.   Expert knowledge of system development methodologies, technologies and practices, including software engineering, system engineering, requirements management, software product assurance, IT security practices, enterprise architecture, and data management.

4.   Demonstrated ability to apply project management principles, methods, tools, and techniques for conceptualizing, launching, and delivering multiple, concurrent IT projects on time, within budget, and with desired business functionality. This includes knowledge of budget formulation and use of   work breakdown structures to plan and assign support to IT projects.

5.   Demonstrated executive leadership ability to oversee support contracts and lead a results-driven workforce of technology experts and support personnel to

accountability by having clear objectives, specific measurable goals, customer service standards, and targets for improved performance within a large, complex IT environment that has numerous concurrent development projects and an advanced/dynamic technical architecture.

HOW TO APPLY: Submit the following: Signed SF-171 or OF-612, Application for Federal Employment, or resume.

Most recent supervisory appraisal for status candidates; letters of reference for others.

A narrative that describes experience (specific tasks) and accomplishments against each of the SES core qualifications.

A narrative describing experience, education, and training, etc., in each of the five ranking factors.

FOR SPECIFIC INFORMATION ABOUT THE ANNOUNCEMENT CALL:
Suzanne Waddill (703) 305–8231

TTD# (703) 308-6645

MAILING ADDRESS:
United States Patent and Trademark Office
Office of Human Resources
Box 171
Washington, DC 20231

WHERE TO APPLY IN PERSON:
United States Patent and Trademark Office
Office of Human Resources
One Crystal Park, Suite 707
2011 Crystal Drive
Arlington, VA

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ATTACHMENT

Candidates must provide information covering the five competency areas that provide the focus for the Office of Personnel Management review of executive qualifications. The listing of elements for each competency area is not meant to be exhaustive, but illustrative, nor is it expected that an individual will be a subject matter expert in these areas. What is required in each of these areas is that the individual candidate's record --- experience, education, accomplishments, and/or potential --- be indicative of competence to provide leadership for the accomplishment of these activities.

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SENIOR EXECUTIVE SERVICE
EXECUTIVE CORE QUALIFICATIONS

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1.   LEADING CHANGE

This core qualification encompasses the ability to develop and implement an organizational vision, which 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:

    (a)   Exercising leadership and motivating managers to incorporate vision, strategic planning, and elements of quality management into the full range of the organization's activities; encouraging creative thinking and innovation; influencing others toward a spirit of service; designing and implementing new or cutting edge programs/processes.

    (b)   Identifying and integrating key issues affecting the organization, including political, economic, social, technological, and administrative factors.

    (c)   Understanding the roles and relationships of the components of the national policy making and implementation process, including the President, political appointees, Congress, the judiciary, state and local governments, and interest groups; and formulating effective strategies to balance those interests consistent with the business of the organization.

    (d)   Being open to change and new information; tolerating ambiguity; adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles; adjusting rapidly to new situations warranting attention and resolution.

    (e)   Displaying a high level of initiative, effort, and commitment to public service; being proactive and achievement-oriented; being self-motivated; pursuing self-development; seeking feedback from others and opportunities to master new knowledge.

(f)   Dealing effectively with pressure; maintaining focus and intensity and remaining persistent, even under adversity; recovering quickly from setbacks.

Leadership Competencies	
Creativity & Innovation	Resilience
Continual Learning	Service Motivation
External Awareness	Strategic Thinking
Flexibility	Vision

2.   LEADING PEOPLE

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

Key Characteristics:

(a)   Providing leadership in setting the workforce's expected performance levels commensurate with the organization's strategic objectives; inspiring, motivating, and guiding others toward goal accomplishment; empowering people by sharing power and authority.

(b)   Promoting quality through effective use of the organization's performance management system (e.g., establishing performance standards, appraising staff accomplishments using the developed standards, and taking action to reward, counsel, or remove employees, as appropriate.)

(c)   Valuing cultural diversity and other differences; fostering an environment where people who are culturally diverse can work together cooperatively and effectively in achieving organizational goals.

(d)   Assessing employees' unique developmental needs and providing developmental opportunities which maximize employees' capabilities and contribute to the achievement of organizational goals; developing leadership in others through coaching and mentoring.

(e)   Fostering commitment, team spirit, pride, trust, and group identity; taking steps to prevent situations that could result in unpleasant confrontations.

(f)   Resolving conflicts in a positive and constructive manner; this includes promoting labor/management partnerships and dealing effectively with employee relations matters, attending to morale and organizational climate issues, handling administrative, labor management, and EEO issues, and taking disciplinary actions when other means have not been successful.

Leadership Competencies	
Conflict Management	Integrity/Honesty
Cultural Awareness	Team Building

3. 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:

(a)   Understanding and appropriately applying procedures, requirements, regulations, and policies related to specialized expertise; understanding linkages between administrative competencies and mission needs; keeping current on issues, practices, and procedures in technical areas.

(b)   Stressing results by formulating strategic program plans, which assess policy/program feasibility and include realistic short- and long-term goals and objectives.

(c)   Exercising good judgment in structuring and organizing work and setting priorities; balancing the interests of clients and readily readjusting priorities to respond to customer demands.

(d)   Anticipating and identifying, diagnosing, and consulting on potential or actual problem areas relating to program implementation and goal achievement; selecting from alternative courses of corrective action, and taking action from developed contingency plans.

(e)   Setting program standards; holding self and others accountable for achieving these standards; acting decisively to modify them to promote customer service and/or the quality of programs and policies.

(f)   Identifying opportunities to develop and market new products and services within or outside of the organization; taking risks to pursue a recognized benefit or advantage.

Leadership Competencies	
Accountability	Entrepreneurship
Customer Service	Problem Solving
Decisiveness	Technical Credibility

4.   BUSINESS ACUMEN

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

Key Characteristics:

(a)   Assessing current and future staffing needs based on organizational goals and budget realities. Applying merit principles to develop, select, and manage a diverse workforce.

(b)   Overseeing the allocation of financial resources; identifying cost-effective approaches; establishing and assuring the use of internal controls for financial systems.

(c)   Managing the budgetary process, including preparing and justifying a budget and operating the budget under organizational and Congressional procedures; understanding the marketing expertise necessary to ensure appropriate funding levels.

(d)   Overseeing procurement and contracting procedures and processes.

(e)   Integrating and coordinating logistical operations.

(f)   Ensuring the efficient and cost-effective development and utilization of management information systems and other technological resources that meet the organization's needs; understanding the impact of technological changes on the organization.

Leadership Competencies	
Financial Management	Technology Management
Human Resources Management	

5.   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:

(a)   Representing and speaking for the organizational unit and its work (e.g., presenting, explaining, selling, defining, and negotiating) to those within and outside the office (e.g., agency heads and other Government executives; corporate executives; Office of Management and Budget officials; Congressional members and staff; the media; clientele and professional groups); making clear and convincing oral presentations to individuals and groups; listening effectively and clarifying information; facilitating an open exchange of ideas.

b)   Establishing and maintaining working relationships with internal organizational units (e.g., the other program areas and staff support functions); approaching each problem situation with a clear perception of organizational and political reality; using contacts to build and strengthen internal support bases; getting understanding and support from higher level management.

(c)   Developing and enhancing alliances with external groups (e.g., other agencies or firms, state and local governments, Congress, and clientele groups); engaging in cross-functional activities; finding common ground with a widening range of stakeholders.

(d)   Working in groups and teams; conducting briefings and other meetings; gaining cooperation from others to obtain information and accomplish goals; facilitating "win-win" situations.

(e)   Considering and responding appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful and treats others with respect.

(f)   Seeing that reports, memoranda, and other documents reflect the position and work of the organization in a clear, convincing, and organized manner.

Leadership Competencies	
Influencing/Negotiating	Partnering
Interpersonal Skills	Political Savvy
Oral Communication	Written Communication

VACANCY ANNOUNCEMENT SUPPLEMENTAL INFORMATION

ALL QUALIFIED APPLICANTS WILL BE CONSIDERED REGARDLESS OF AGE, RACE, COLOR, SEX, CREED, NATIONAL ORIGIN, LAWFUL POLITICAL AFFILIATION, NON-DISQUALIFYING HANDICAP, MARITAL STATUS, SEXUAL ORIENTATION, AFFILIATION WITH AN EMPLOYEE ORGANIZATION, OR OTHER NON-MERIT FACTOR.

I.   HOW TO APPLY

CANDIDATES may submit a resume, OF-612, Optional Application for Federal Employment, or any other written format you choose. (SF-171, Application for Federal Employment, is also acceptable.)

REGARDLESS OF WHICH APPLICATION FORM/FORMAT IS USED, TO ASSURE CONSIDERATION, THE FOLLOWING INFORMATION SPECIFIED IN ITEMS 1-5 BELOW MUST BE PROVIDED. FAILURE TO PROVIDE ANY OF THIS INFORMATION MAY LEAD TO NON-CONSIDERATION FOR THIS POSITION.

1.   The announcement number, title and grade of the position for which you are applying.
2.   Personal information
  a.   Full name, mailing address (including ZIP Code), home and work telephone numbers (including area codes).
  b.   Social security number.
  c.   Country of citizenship.
  d.   Highest federal civilian grade held, including job series and dates held.
3.   Education
  a.   High school - name, city, state and ZIP Code (if known) and date you received diploma or GED.
  b.   Colleges and universities - name, city, state and ZIP Code (if known), majors(s), type(s) of degree(s) received and date(s) received. If you did not receive a degree, show total credits earned and indicate whether semester or quarter hours.
4.   Job-Related Work Experience (Paid and Non paid)
  a.   Job title (include series and grade if Federal).
  b.   Duties and accomplishments.
  c.   Employer's name and address.
  d.   Supervisor's name and telephone number.
  e.   Starting and ending dates (month and year).
  f.   Hours per week.
  g.   Salary.
  h.   Indicate if we may contact your current supervisor.
5.   Other Qualifications
  a.   Job-related training courses (title and year).
  b.   Job-related skills, i.e., other languages, computer hardware/software, etc.
  c.   Job-related certificates and licenses (current only). Do not send copies unless required in the announcement.
  d.   Job-related honors, awards and special accomplishments, i.e., publications, memberships in professional or honor societies, leadership activities, public speaking, performance awards, etc. Give dates but do not send documents unless requested.

II.   GENERAL INFORMATION

1.   Applicants must apply at their own expense; applications mailed in government postage-paid envelopes or faxed from another Federal Government agency fax machine will not be considered.
2.   Applicants must ensure that their complete application is postmarked no later than the closing date of the vacancy announcement.
3.   Applicants must meet all eligibility requirements by the closing date of the vacancy announcement.
4.   Applicants must be citizens of the United States (or owe allegiance to the United States).
5.   Handicapped applicants, disabled veterans, or any other applicants eligible for non-competitive appointment under special appointing authorities not requiring competitive status should clearly specify their special eligibility on their application.
6.   If selected, male applicants born after December 31, 1959, must confirm their selective service registration status. Certification forms are available at most Federal agency personnel offices or from the U.S. Office of Personnel Management.
7.   Applications will not be returned to applicants.
8.   Applicants will receive notification of the outcome of a vacancy announcement as soon as possible after a selection is made.
9.   Privacy Act requirements (PL 93-579): the application forms prescribed are used to determine qualification for promotion, reassignment, or employment and are authorized under Title 5, USC sections 3302 and 3360.
10.   Candidates outside of the PTO who are referred for consideration will be required to complete the Declaration for Federal Employment, OF-306.