



**RESEARCH, EDUCATION AND ECONOMICS  
Agricultural Research Service  
SENIOR EXECUTIVE SERVICE VACANCY ANNOUNCEMENT**

**United States Department of Agriculture**

**Position Title:** Director, Office of International Research Programs

**Series, Grade:** ES-0401

**Announcement Number:** ARS-SES:04-06

**Salary Range:** \$104,927 to \$145,600

**Opening Date:** October 4, 2004

**Closing Date:** November 22, 2004

**Location of Position:** Agricultural Research Service, Beltsville, Maryland

**Contact:** Lee Triplett  
USDA, ARS, HRD, REE Policy Branch  
5601 Sunnyside Ave, Stop Code 5103  
Beltsville, MD 20705-5103  
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**Area of Consideration:** ALL QUALIFIED PERSONS

**Duties and Qualification Requirements:**

The incumbent serves as Director, Office of International Research Programs (OIRP), Agricultural Research Service (ARS). As such, is the Administrator's principal spokesperson in managing ARS interactions and relations with foreign ministries of agriculture, foreign agricultural institutions, and international offices of domestic, state and federal agencies; e.g., Foreign Agricultural Service, Department of State, Department of Defense, etc. The incumbent is also the principal staff arm of the Associate Administrator for National Programs (NPs) for planning and managing international aspects of ARS national research program; thereby, is a key participant in the development of strategic plans for Agency research. In addition, the incumbent has overall managerial responsibility for the execution of research programs at the ARS overseas laboratories. This includes operational planning, direction and evaluation of research designed to solve national agricultural problems. A high degree of complexity is added to this responsibility due to complications associated with operating laboratories in foreign nations, such as host country law and regulation as well as in-country U.S. Embassy policy and procedure.

**MANDATORY QUALIFICATIONS**

*(Fully described on attached supplemental applicant statement sheets)*

**A. Executive Core Qualifications** (Not to exceed 10 pages total)

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

**B. Technical Qualifications** (Not to exceed 2 pages per qualification)

- 1) Knowledge of the management of research program(s).
- 2) Knowledge of managing programs that have international collaboration or cooperation.

**C. Education Qualifications:**

Successful completion of a full 4-year course of study leading to a bachelor's or higher degree from an accredited college or university with major study in biological sciences, agriculture, natural resource management, or allied disciplines pertinent to the work of the position to be filled; OR four years experience demonstrating an acquired knowledge and understanding which would have been obtained through completion of a 4-year course described above. Ph.D. in one of the aforementioned disciplines is desirable.

**TO APPLY:** Send the application package described below to:

USDA, ARS, HRD, Policy Branch  
5601 Sunnyside Avenue, Stop Code 5103  
Beltsville, MD 20705-5103  
ATTN: Lee Triplett

Or email to: [Ltriplett@ars.usda.gov](mailto:Ltriplett@ars.usda.gov)

**APPLICATION AND SUPPLEMENTAL INFORMATION MUST ARRIVE AT THE ABOVE ADDRESS BY THE CLOSING DATE OF THIS ANNOUNCEMENT.**

**APPLICATION PACKAGE:** All candidates are required to provide the following information. The initial competition and identification of candidates to be interviewed will be made solely on the basis of this material. Candidates who do not submit complete packages may be removed from consideration.

- A.** A resume, curriculum vitae, OF-612 (Optional Application for Federal Employment), **OR** SF-171 (Application for Federal Employment) must be submitted. Should you choose to submit a resume or curriculum vitae, the document should contain the information outlined in the booklet "Applying for a Federal Job (OF-510)." A completed OF-612 or a completed SF-171 both contain all of this required information.
- B.** A Supplemental Applicant Statement which addresses each of the executive core qualifications and the technical qualifications. This statement must provide examples of your experience, training, and accomplishments which are relevant to the qualification. **DO NOT** simply repeat entries from other parts of your application package. Instead, elaborate on your training, experience, and accomplishments, highlighting the problems involved in and the objectives of your work, how you handled the problems and met work objectives, and the result of your efforts (evidence of your success) and recognition received. In response to executive core qualification #2, Leading People, be sure to describe:
  - your participation in EEO and/or Civil Rights training sessions,
  - your knowledge about Federal Equal Opportunity Programs,
  - your responsibility for assuring that women and minorities are provided the opportunity to receive grants and/or contracts, employment and advancement opportunities, and program benefits;
  - your participation with religious, civic, or social groups in providing food, housing, technical assistance, education, training and/or employment for minorities and women;

awards or other recognition for activities in this area.

C. SES Candidate Development Program graduates require proof of OPM certification.

D. Most recent supervisory appraisal of performance. This is required of candidates who are current Federal employees and all others who could reasonably be expected to receive such an appraisal on a periodic basis

**ELIGIBILITY REQUIREMENTS:** Career applicants currently in the SES or graduates of the SESCO need only address the technical qualifications.

Consideration for competitive selection for this position is open to all persons who meet the basic qualifications within the area of consideration. Sex, race, color, age, national origin, religion, marital status, handicap, and other nonmerit factors will not be considered.

**EVALUATION METHOD:** Applicants who meet the mandatory qualifications will be considered qualified for this position. Rating and ranking to determine "best qualified" will be conducted by a panel of experts, and will be based upon consideration of the degree to which applicants meet the qualifications. Interviews and qualifications inquiries may be required. The executive core qualifications of the selectee are subject to prior approval by the Office of Personnel Management.

**PROBATIONARY PERIOD:** Selectee is subject to a one-year probationary period unless currently serving under an SES appointment.

**FINANCIAL DISCLOSURE:** Federal employees are subject to prohibitions against officially dealing with outside organizations in which they have a financial interest. The incumbent of this position will be required to submit a financial disclosure report within 30 days of their effective date of appointment and annually thereafter.

**SPECIAL CONSIDERATIONS:** This position requires the selectee to undergo a pre-employment check and a full background investigation. Any offer made is considered a tentative job offer pending the outcome of the pre-employment check. Retention in the position is based upon a favorable adjudication of the background investigation. The incumbent will be subject to periodic reinvestigations.

**REASONABLE ACCOMMODATION:** This agency provides reasonable accommodations to applicants with disabilities. If you need a reasonable accommodation for any part of the application and hiring process, please notify the agency. The decision on granting reasonable accommodation will be on a case-by-case basis.

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 and 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 or TDD.) To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, Room 326-W, J. L. Whitten Federal Building, 1400

independence Avenue, SW, Washington, DC 20250-9410 or call (202) 720-5964 (voice or TDD.) USDA is an equal opportunity provider and employer. All qualified minorities and women are encouraged to apply.

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## SUPPLEMENTAL APPLICANT STATEMENT

**POSITION:** Director, Office of International Research Programs, ES-0401

The purpose of this statement is to provide you, as an applicant, the opportunity to elaborate on experience, training and specifically, significant achievements which relate to the executive core qualifications and the technical qualifications being used to identify the best qualified candidates for this vacancy. More detailed instructions can be found at:

<http://www.opm.gov/ses/handbook.html>.

### INSTRUCTIONS

On the following pages are a series of statements and questions which are designed to assist the panel (mentioned in item "EVALUATION METHOD" of the basic portion of the announcement) in their deliberations. Responses to these questions allow you to highlight significant experience, training, and achievements, which will be of great assistance to the panel in their assessment of your qualifications. This form will be used in conjunction with the rest of your application package. Additional sheets may be attached. If additional sheets are attached, be sure to include your name and the announcement number. **IMPORTANT!** In answering each of the following questions, please structure your responses in terms of the **action taken, context of environment in which the action was taken, and the outcome of results from such actions.** Please provide at least **two** examples for each area, where practical.

### EXECUTIVE CORE QUALIFICATIONS (Not to exceed 10 pages total)

#### ECQ1-- 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 include:

- 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.

### **Examples of Leadership Competencies**

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

### **ECQ2--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 include:

- 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.

### **Examples of Leadership Competencies**

- Conflict Management
- Integrity/Honesty
- Cultural Awareness
- Team Building

### **ECQ3--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 include:

- 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 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 our outside of the organization; taking risks to pursue a recognized benefit or advantage.

### **Examples of Leadership Competencies**

- Accountability
- Entrepreneurship
- Customer Service
- Problem Solving
- Decisiveness
- Technical Credibility

### **ECQ4--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's mission, and to use new technology to enhance decision making. Key characteristics include:

- 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.

### **Examples of Leadership Competencies**

- Financial Management
- Technology Management
- Human Resources Management

## **ECQ5--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 include:

- 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., 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.

### **Examples of Leadership Competencies**

- Influencing/Negotiating
- Partnering
- Interpersonal Skills
- Political Savvy
- Oral Communication
- Written Communication



**TECHNICAL QUALIFICATIONS** (Not to exceed 2 pages per qualification)

- 1) Knowledge of the management of research program(s).
- 2) Knowledge of managing programs that have international collaboration or cooperation.

**EDUCATION QUALIFICATIONS**

Successful completion of a full 4-year course of study leading to a bachelor's or higher degree from an accredited college or university with major study in biological sciences, agriculture, natural resource management, or allied disciplines pertinent to the work of the position to be filled; OR four years experience demonstrating an acquired knowledge and understanding which would have been obtained through completion of a 4-year course described above. Ph.D. in one of the aforementioned disciplines is desirable.