

## PROGRAM SPECIFIC INFORMATION

### PPQ Career Guides

Leadership and professionalism are key values in PPQ and essentials for accomplishing our mission of safeguarding plant, animal, and other natural resources; meeting our strategic goals, and improving organizational performance. The PPQ Executive Team is committed to developing leadership and professionalism at all levels of the organization by providing learning opportunities, tools, and a systematic improvement process.

PPQ executives face special challenges. They must be visionary leaders with a strong commitment to public service. They must motivate their employees, build partnerships and communicate with their customers. They also need management skills in order to produce optimum results with limited resources.

PPQ management is facing increasing competition in the recruitment and retention of employees in the workforce. To meet this challenge, the PPQ Management Team, through the Professional Development Center (PDC), has developed this career guide as a new approach for bringing the next generation of employees into PPQ management positions.

### Develop PPQ Career Guide

The PPQ Career Guide serves as a developmental tool for employees who wish to enhance leadership competencies for future PPQ key leadership positions. It will help them plan and invest time and effort in acquiring the training or developmental assignments required for success. Using this approach, PPQ Managers will be able to

have and shape an effective workforce.

The following positions have been included:

- Supervisory Agriculturist, Assistant to the PPQ Deputy Administrator
- Special Assistant to the PPQ Deputy Administrator
- Director of Professional Development Center
- Supervisory Agriculturist, Assistant Regional Director
- Administrative Officer, Resources Management Support
- Supervisory Agriculturist, State Plant Health Director

The benefit of having this guide is simply for “uniformity”. *All* PPQ employees will be aware of what is required to move into positions of leadership.

This Career Guide will serve as a “Road Map” to the employees who want to occupy grade level key leadership 5 positions within PPQ. They could plan and invest time and effort in acquiring the necessary leadership competencies needed in the future. Using this new approach, PPQ Managers will be able to have and shape an effective workforce.

### Creating Your Own Career Guide

If a specific career guide was not created for your position or a position that you’d like to obtain in the future, you can create your own career guide using the blank form in tab 11 of the toolkit. Use the examples included in this guide to help you, as you follow the suggested steps below.

**Step 1.** Decide on a position that you are interested in obtaining.

**Step 2.** Obtain a copy of the position description. You can contact Human Resources or someone already holding the position, and request a copy.

**Step 3.** On the blank career guide form, write the title and series, a brief description, and duties and responsibilities of the position. The position description will help with these items.

**Step 4.** Determine the level of leadership required for the targeted position on the APHIS Leadership Roadmap. Identify the competencies and behaviors needed to support the duties and responsibilities of that position, in consultation with a person in the position and using the Toolkit.

**Step 5.** Write a list of recommended positions that you could hold prior to obtaining **your** targeted position. Consult with someone in that position to help you identify these.

**Step 6.** Develop a list of developmental activities unique to the position, .in consultation with a person in this position generation of employees into PPQ management positions.

**Step 7.** If you need further assistance with creating your own career guide, call your training point of contact. (See Tab 12)

**Step 8.** Develop a goal in your IDP that supports your career guide.

## **Succession Plans**

Succession planning assures that the correct leadership is always in place for the Agency to succeed. Certain positions are too important to be left vacant for a length of time, or filled with someone who is not prepared to lead. For this reason, ***all*** employees should be aware of and involved with their unit's succession plan, and be committed to personal self-development. The PPQ Career Guides should be used as a tool to support succession planning and to provide a transparent developmental process.

**Tab 11: PPQ Career Maps and Other Program Information**

**Supervisory Agriculturalist, Assistant to the PPQ Deputy Administrator, GS-0401-15**

**Position Description:**

This position assists the PPQ Deputy Administrator with the development, implementation, evaluation and administration of regulatory and control programs directed at preventing the entry and spread of plant pests and injurious insects into the United States. The position resides in Washington, D.C.

**Duties and Responsibilities:**

- Plans and conducts studies to advance program management activities in APHIS
- Conducts front-end analysis of projects related to PPQ programs; advising on the feasibility and/or establishing program policy
- Develops strategic program initiatives for review by the highest level of executive and legislative appointees of State and Federal government
- Participates with the PPQ Executive Team by providing management expertise and advice in developing and implementing PPQ planning studies
- Develops guidelines for identifying key program elements to better utilize the work measurement systems and achieve the most efficient allocations of resources
- Harmonizes organization and programs activities and maintains continuing liaison with other APHIS activities
- Develops partnerships with other Federal and State agencies, the Military, and stakeholders to acquaint them with various aspects of PPQ programs
- Plans and directs a variety of special projects at the discretion of the PPQ Management Team
- Coordinates the efforts of EEO/CR in PPQ to ensure the objectives are implemented and results are tracked
- Develops goals, objectives, operational plans, and reporting activities for the programs and requests financial resources to ensure compatibility with approved goals

**Career Paths:**

*A combination of the positions you hold and the training and education you receive will help you meet the needed competencies*

<i>Competencies</i>	<i>Positions</i>	<i>Education/ Training</i>
Strategic Thinking <ul style="list-style-type: none"> <li>• Ability to effectively evaluate long term implications of projected plans</li> </ul>	Supervisory Plant Protection and Quarantine Officer	<i>Master of Agriculture</i>
Technical Credibility <ul style="list-style-type: none"> <li>• Knowledge of plant pests and diseases, agricultural quarantine principles, regulations, methods and policies, and federal/state/local regulations and procedures related to plant pest programs</li> </ul>	Regional Program Manager State Plant Health Director Plant Health Program Staff Officer	<i>Doctor of Education in Agricultural Education</i>
Political Savvy <ul style="list-style-type: none"> <li>• Tact to advise, consult and negotiate with officials at all levels of USDA APHIS, Office of Budget and Management and Congressional Staff</li> <li>• Skill in maintaining effective relationships with all official levels within and outside of PPQ</li> </ul>	Assistant Regional Director	<i>Crop Protection Certificate</i>
Human Capital Management <ul style="list-style-type: none"> <li>• Skill in directing and coordinating the activities of subordinates, supervisors and employees</li> </ul>		
Written & Oral Communication <ul style="list-style-type: none"> <li>• Skill at communicating effectively both verbally and in writing</li> </ul>		

**Tab 11: PPQ Career Maps and Other Program Information**

**Special Assistant to the PPQ Deputy Administrator, GS-0301-15**

**Position Description:**

The incumbent serves as a full member of the PPQ Executive Team, and provides strategic thinking and policy development in support of PPQ program activities to carry out PPQ’s mission. They further formulate with the Deputy Administrator, major plans and policies to ensure the effective implementation of programs to safeguard America agriculture and plant resources. The position resides in Washington, D.C.

**Duties and Responsibilities:**

- Provides recommendations to top management and program officials to ensure successful program approaches and strategies.
- Reviews program issues considering historic volatility, controversy, Congressional interest, industry/State impact, and other factors.
- Provides the Deputy Administrator’s Office with feedback from a variety of industry, governmental, and other sources.
- Maintains contact with government, Congressional and industry officials and assesses conditions, attitudes, and perceptions likely to affect critical government and stakeholder support program initiatives.
- Analyzes current and planned program efforts in light of the above mentioned factors and recommends approaches facilitating program success.
- Helps establish partnerships and coalitions with employee, agency, and department officials, State and local officials, industry and other stakeholder groups.
- Prepares and works toward legislative enactment supporting PPQ programs.
- Arranges appropriate meetings and briefings between program officials and Congressional offices.
- Recommends and plans public statements, presentations, and events by program officials.

**Career Paths:**

*A combination of the positions you hold and the training and education you receive will help you meet the needed competencies*

<i>Competencies</i>	<i>Positions</i>	<i>Education/ Training</i>
Strategic Thinking Technical Credibility <ul style="list-style-type: none"> <li>• Ability to plan, organize, and conduct complex and comprehensive studies</li> <li>• Knowledge of PPQ’s organizational structure, functions, and program operations</li> </ul> Financial Management <ul style="list-style-type: none"> <li>• Knowledge of human, fiscal, and financial resources management</li> </ul> Human Capital Management <ul style="list-style-type: none"> <li>• Knowledge of departmental and agency EEO/CR goals and policies</li> </ul> Political Savvy <ul style="list-style-type: none"> <li>• Ability to establish and maintain effective working relationships with employees, stakeholders, Federal cooperators, and Congressional staff</li> </ul> Written and Oral Communication <ul style="list-style-type: none"> <li>• Possession of strong verbal communication skills in order to negotiate with agency and departmental officials</li> <li>• Ability to write and present results of complex analysis in a clear, concise, and comprehensive manner to those in policy and decision-making positions</li> </ul>	Supervisory Plant Protection and Quarantine (PPQ) Officer Area/Port Director Assistant Regional Director (ARD) Regional Program Manager (RPM) State Plant Health Director (SPHD) Plant Health Program Staff Officer	Master of Agriculture  Doctor of Education in Agricultural Education  Strategic Planning Courses

**Director of Professional Development Center, GS-1701-15**

**Position Description:**

The Professional Development Center (PDC) serves as the lead national organization in providing a full range of employee training and development services to all the employees in the PPQ mission area of the USDA, APHIS. The PDC supports PPQ’s mission, vision, and values by providing training and educational advice, leadership and consultation, in addition to delivering employee development programs that promote continual learning and employee competence and professionalism. Units reporting to PDC Director are: Scientific and Technical Training, Leadership Development and Non-Technical Training, Training Support Systems, Regional Training Liaison, The National Detector Dog Training Center, The Federal Law Enforcement Training Center, and Administrative and Information Technology Functions for PDC. The position is located in Frederick, Maryland.

**Duties and Responsibilities:**

- Overall planning, direction and execution of all the scientific, technical and non-technical training for PPQ employees to carry out PPQ's mission.
- Formulates and administers plans and objectives for PPQ employees training and development services with the Deputy Administrator.
- Provides technical and administrative direction for the training and development needs of PPQ's diverse workforce.
- Manages the operational and policy activities functions assigned to the PDC.
- Evaluates all resource needs of the PDC and submits formal budget and staffing proposals to the Associate Deputy Administrator.
- Accountable for administering budget allocations and managing all resources.
- Develops partnerships with other federal, state, military, and educational organizations to enhance plant protection and trade facilitation efforts.
- Manages the organizational structure of the PDC, and its associated training operations, with authority to design new positions and restructure existing positions.
- Develops proposals and submits them for approval for positions beyond the scope of the approved staffing plan.
- Relies on subordinate supervisors in carrying functions associated with organizational structure, position design and related matters.
- Responsible for providing EEO/CR to all subordinates and applicants.

**Career Paths:**

*A combination of the positions you hold and the training and education you receive will help you meet the needed competencies*

<i>Competencies</i>	<i>Positions</i>	<i>Education/ Training</i>
Strategic Thinking <ul style="list-style-type: none"> <li>• Knowledge of educational &amp; training-strategic planning</li> </ul> Political Savvy Human Capital Management <ul style="list-style-type: none"> <li>• Knowledge of human resource management</li> <li>• Knowledge of departmental &amp; agency EEO/CR goals &amp; policies</li> </ul> Technology Management Financial Management Partnering: <ul style="list-style-type: none"> <li>• Ability to establish &amp; maintain effective working relationships with employees, stakeholders, and federal cooperators</li> </ul> Technical Credibility <ul style="list-style-type: none"> <li>• Ability to design, develop, deliver &amp; evaluate broad-based education programs, training programs, &amp; career development programs</li> </ul> Written & Oral Communication	Senior Training Specialist Regional Program Manager State Plant Health Director Plant Health Program Staff Officer PPQ Supervisor Assistant Director	<i>Bachelor's Degree MA/PhD in Education Instructional System Design Evaluation Methodology Training Training in Program Delivery Training Systems Design Audit</i>

**Tab 11: PPQ Career Maps and Other Program Information**

**Supervisory Agriculturalist, Assistant Regional Director, GS-0401-15**

**Position Description:**

The incumbent has leadership responsibility for APHIS scientific and administrative activities encompassing a **multi-state** area. These activities include: pest and disease risk analysis; exclusion and prevention in support of an effective export certification program for plant products and animal by-products; design and implementation of survey programs for early pest detection; eradication, containment, suppression and/or control of pest or disease outbreaks; regulatory programs for domestic pests; taxonomic identification or verification of agricultural pests, plant diseases, plants and plant parts; enforcement of quarantines and regulations concerning the movement of products, crops, equipment, etc. that may cause the spread of plant pests; and implementation of the National Incident Management System (NIMS) in order to develop and cultivate a network of Federal, state and local officials and other stakeholders prepared for emergency response.

**Duties and Responsibilities:**

- Assists Regional Director in:
  - Setting program objectives
  - Planning/controlling resources to meet objectives
  - Performing necessary decision making for effective program management
- Oversees several multifaceted programs (some with national/international importance)
- Provides operational leadership/coordination with Office of Emergency Management and Homeland Security (OEMHS)
- Maintains contacts with:
  - Department of Homeland Security (DHS)
  - Pest advisory groups
  - University biosecurity groups
  - National Pest Detection Network
- Utilizes geospatial technology to enhance effective surveillance and detection of plan pests and diseases
- Provides oversight on emergency coordination/incident management
- Determines response strategy for pest outbreak
- Assists in development of plans for agriculture health issues
- Reviews emergency management grants/agreements
- Oversees enforcement of Federal quarantines in international traffic centers
- Represents his or her region in meetings/conferences and maintains relationships with State and local governments to encourage quarantine and control activities enforcement

**Career Paths:**

*A combination of the positions you hold and the training and education you receive will help you meet the needed competencies*

<i>Competencies</i>	<i>Positions</i>	<i>Education/ Training</i>
Strategic Thinking Human Capital Management/Political Savvy <ul style="list-style-type: none"> <li>• Skill in organizing and managing human resources, personal and Labor Union/Labor Management Relations</li> </ul> Financial Management <ul style="list-style-type: none"> <li>• Knowledge of budget (planning/forecasting)</li> </ul> Conflict Management <ul style="list-style-type: none"> <li>• Conflict resolution</li> </ul> Technical Credibility <ul style="list-style-type: none"> <li>• Knowledge of Plant Protection and Quarantine’s scientific activities, plant pests, disease risk analysis, exclusion and eradication</li> <li>• Ability to formulate effective response strategy during outbreaks of agricultural pests and plant disease</li> </ul> Written & Oral Communication	Regional Program Manager (RPM) State Plant Health Director (SPHD) Port Director Supervisory Plant Protection and Quarantine (PPQ) Officer Staff Officer	Master of Agriculture  Doctor of Education in Agricultural Education

**Tab 11: PPQ Career Maps and Other Program Information**

**Administrative Officer, Resources Management Support, GS-0341-15**

**Position Description:**

The incumbent serves as the Administrative Officer for the Plant Protection and Quarantine (PPQ) Resource Management Staff (RMS) which is responsible for providing key oversight services in the area of budget, financial management, personnel management, administrative services, work measurement, internal control, management analysis, facilities management, and for planning and administering a communication program for the entire PPQ Program. The incumbent serves as the lead position of the RM staff and supervises the key administrative staff for the PPQ Program. The incumbent reports to PPQ's Associate Deputy Administrator, an SES position, and serves as an integral leader in the application and execution of the Agency's policies as they relate to PPQ and its programs at headquarters and in nation-wide field locations. The position resides in Riverdale, Maryland.

**Duties and Responsibilities:**

- Provides strategic thinking and policy development in support of PPQ program activities.
- Provides overall guidance and direction in developing administrative policies, procedures, and internal controls to ensure efficient and effective resources allocation and management.
- Provides leadership in planning, organizing and evaluating administrative and financial programs improving PPQ's efficiency and productivity.
- Directs the PPQ budget allocation system.
- Provides overall direction and coordination of personnel management activities for PPQ.
- Participates in the formulation and development of operational and financial plans to secure Congressional funding.
- Directs budget and financial management activities for PPQ that relate to the mission, goals, and objectives of the agency.
- Works with program managers and the agency's planning staff in support of PPQ programs, to establish performance measures for the Government Performance and Results Act (GPRA).
- Analyzes and presents data to the PPQ Executive Team that is used as a basis for making decisions on annual allocations for various programs.
- Directs and coordinates the provision of administrative operations for all nationwide PPQ facilities including the National Plant Germplasm Level 3 Biosecurity Laboratory (BL3).
- Provides guidance regarding spending projections, available funds, program requirements, and recommends appropriate adjustments to meet changing needs.
- Evaluates the effectiveness of overall operations for human resources management, financial management, and administrative services.

**Career Paths:**

*A combination of the positions you hold and the training and education you receive will help you meet the needed competencies*

<i>Competencies</i>	<i>Positions</i>	<i>Education/ Training</i>
Strategic Thinking Financial Management <ul style="list-style-type: none"> <li>• Knowledge of budget, planning, work measurement, internal control and facilities management</li> <li>• Knowledge of human, fiscal, and financial resources management</li> </ul> Human Capital Management <ul style="list-style-type: none"> <li>• Knowledge of employee relations, labor-management agreements, and EEO/CR goals and policies</li> </ul> Political Savvy <ul style="list-style-type: none"> <li>• Ability to establish and maintain working relationships with employees, stakeholders, Federal cooperators, and Congressional staff</li> </ul> Technical credibility <ul style="list-style-type: none"> <li>• Knowledge of PPQ's organizational structure, functions, and program operations</li> <li>• Knowledge of Occupational Safety and Health Administration (OSHA) standards and basic Office of Worker's Compensation Program (OWCP) procedures</li> </ul> Written and Oral Communication	Supervisory Plant Protection and Quarantine (PPQ) Officer Regional Program Manager (RPM) State Plant Health Director (SPHD) Plant Health Program Staff Officer	Master of Accounting and Financial Management Master of Human Resource Management



**Tab 11: PPQ Career Maps and Other Program Information**

**Supervisor Agriculturist, State Plant Health Director, GS-0401-15**

**Position Description:**

This position has responsibility for APHIS scientific and administrative plant regulatory activities within Florida. These activities include: pest and risk analysis; exclusion and prevention effective export certification program for plant products and animal bi-products; design and implementation of survey programs for early pest detection, eradication of pest or disease outbreaks; and conducts regulatory programs for domestic pests. Responsible for preparation and response to intentional (bioterrorism) and non-intentional introductions of plant pests and disease. Directs the state activities and sets priorities that balance consideration of public and industry demands against those of economics, efficiency and available resources. Serves as the primary point of contact for plant protection and emergency management and response in the state. The position resides in numerous states throughout the United States.

**Duties and Responsibilities:**

- Identifies plant pest pathways; develops and implements pest detection activities; and develops programs for ongoing and newly established plant pests and diseases.
- Communicates risk data and pathways to State, Federal cooperators, stakeholders, and other organizations to educate and mitigate risk associated with invasive species.
- Develops outreach programs to importers, travelers, and industry on importation requirements to facilitate trade and prevent the introduction of plant and animal pests and diseases.
- Establishes effective working relationships with the Department of Homeland Security (DHS) to facilitate passenger/cargo/conveyance clearance and data collection to ensure quality.
- Manages and/or supervises identifiers who are tasked with prompt identification, pathway and risk analysis, and training responsibilities.
- Work cooperatively with State Plant Regulatory Officials (SPRO) and the Cooperative Agricultural Pest Survey (CAPS) program in State emergency management plans.
- Administrates the Federal Export Certification Program for plants, plant products, and animal by-products; accountable certificates; State’s user fee collection; and foreign trade facilitation.
- Develops partnerships with other Federal and State agencies, the military; universities, National Plant Diagnostic Network, and stakeholders to acquaint them with various aspects of PPQ programs.
- Implements innovative technology tools to enhance pest detection and data collection.
- Manages all facets of personnel, finance, and property management for the State and coordinates the efforts of EEO/CR to ensure the objectives are implemented and results are tracked.
- Develops goals, objectives, operational plans, and reporting activities for PPQ programs and requests financial resources to ensure compatibility with approved programs within the State.

**Career Paths:**

*A combination of the positions you hold and the training and education you receive will help you meet the needed competencies*

<i>Competencies</i>	<i>Positions</i>	<i>Education/ Training</i>
Strategic Planning Political Savvy <ul style="list-style-type: none"> <li>• Ability to maintain effective relationships with all levels of officials within and outside of PPQ</li> </ul> Human Capital Management <ul style="list-style-type: none"> <li>• Knowledge of labor relations, employee relations, and agency EEO/CR goals and policies</li> </ul> Technical Credibility <ul style="list-style-type: none"> <li>• Knowledge of plant pests and diseases; Agricultural quarantine principles, regulations, methods and policies; and Federal/State and local regulations related to plant pest programs</li> <li>• Ability to effectively plan, organize work, and determine priorities and methodologies</li> <li>• Knowledge of databases applicable to pest risk analyses</li> </ul> Financial Management <ul style="list-style-type: none"> <li>• Knowledge of effective project management and resources utilization in accordance with policies</li> </ul> Written and Oral Communication	Supervisory Plant Protection and Quarantine (PPQ) Officer Area Port Director SITC Area Manager (SAM) Regional Program Manager (RPM) Plant Health Program Staff Officer	Master of Agriculture Doctor of Education in Agricultural Education