

PROGRAM SPECIFIC INFORMATION

Leadership and professionalism are key values in VS and essentials for accomplishing our mission, meeting our strategic goals, and improving organizational performance. The VS 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.

VS 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.

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

Develop VS Career Guide

The VS Career Guide serves as a developmental tool for employees who wish to enhance leadership competencies for future VS 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, VS Managers will be able to have and shape an effective workforce.

The following positions have been included:

- Chief Information Officer (CIO)
- Center for Veterinary Biologics (CVB) Section Leader
- Administrative Officer
- Chief of Staff
- Regional Director
- Assistant Director
- Center for Epidemiology and Animal Health (CEAH) Director
- National Veterinary Services Laboratory (NVSL) Director

The benefit of having this guide is simply for “uniformity”. *All* VS 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 key leadership positions within VS. They could plan and invest time and effort in acquiring the necessary leadership competencies needed in the future. Using this new approach, VS Managers will be able to have and shape an effective workforce.

Creating Your Own Career Guide

Veterinary Services is in the process of writing several additional career paths. When those are completed, you can download them from the APHIS website where the Toolkit resides. 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 3. 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

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 VS Career Guides should be used as a tool to support succession planning and to provide a transparent developmental process.

Chief Information Officer (CIO), GS-2210-15

Position Description:

This position is the lead information technology (IT) person in VS. The CIO is responsible for developing and implementing policy ensuring appropriate and progressive management of VS IT resources. The CIO provides a coordinated and strategic approach to the application, development, and support of IT functions in all VS locations.

Duties and Responsibilities:

- Provides IT oversight, overall program guidance, and leadership.
- Develops IT standards and policies.
- Establishes and develops the budget to support and maintain the IT infrastructure and maximize efficiency in technology implementation.
- Prepares annual budget proposals and works with the VS Management Team (VSMT) to set system development priorities.
- Identifies and analyzes returns on investments for IT related expenses.
- Provides guidance and direction to the VSMT on IT policies and infrastructure.
- Interacts with VS management to identify overall IT needs within programs, ensures these needs are met, and confirms systems are being correctly utilized.
- Ensures IT programs are in compliance with USDA and APHIS policies and regulations.
- Provides strategic and operational direction for enterprise architecture and system developments/operations.
- Develops and coordinates IT systems quality assurance and control programs.
- Coordinates staff and contractors for systems development, operations, and maintenance.
- Leads IT governance team in the development of IT strategy, operational plans, business plans, and performance measures.
- Manage the evaluation of IT program effectiveness, including customer service satisfaction, systems availability, and applications usage.
- Develops and oversees implementation of standardized processes for hardware/software development and customer support.

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>
<p><i>Creativity and Innovation</i></p> <ul style="list-style-type: none"> • Develops and maintains organizational climate, personnel, and structures that foster quick and creative responses to new situations. • Monitors the impact and success of new ideas and learns from their implementation. • Sets aside funds for improvement initiatives and training in skills that foster creative thought and innovation. 	<p>Portfolio Director</p> <p>Project Management Director</p> <p>Technology Director</p> <p>Application Development Director</p> <p>Delivery and Support Director</p> <p>Customer Service Team Lead</p> <p>Customer Service Information Technology Specialist</p>	<p>Bachelor's Degree in Information Technology</p> <p>M.S./PhD</p> <p>Fundamentals of APHIS Human Resource Management (FAHRM)</p> <p>Windows Administration Certification (i.e., MCSC, Linux)</p> <p>Networking Certification (i.e., Cisco)</p> <p>Database Management Certification (i.e.,</p>
<p><i>Financial Management</i></p> <ul style="list-style-type: none"> • Ensures tracking of expenditures, compliance with spending targets, and appropriate administrative control of funds. • Manages value for cost (return on investment) while working within a constrained financial regime. • Uses and can develop an annual business plan for the unit which links strategic outcomes with budgets and key operational metrics. 		
<p><i>Partnering</i></p> <ul style="list-style-type: none"> • Meets independently with external stakeholders and influential parties to build strategic relationships and achieve common goals. • Is alert to opportunities to maximize resources, improve services, and avoid unnecessary duplication through 		

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<p>collaborative and partnership efforts.</p> <ul style="list-style-type: none"> • Ensures all those affected by the work of the partnership are involved. <p><i>Political Savvy</i></p> <ul style="list-style-type: none"> • Monitors political, economic, and social trends that impact the internal structures of the organization. • Takes advantage of opportunities to build relations and political capital within the industry, other federal agencies, and State and local governments. • Involves key stakeholders and agency leaders in decision making or problem solving activities that may have political implications. <p><i>Strategic Thinking</i></p> <ul style="list-style-type: none"> • Develops and aligns strategies of unit to accomplish the goals of the organization. • Contributes to a strategic thinking and planning process by monitoring and analyzing the impact of national and international policies, as well as social, economic, and political trends. <p><i>Technology Management</i></p> <ul style="list-style-type: none"> • Ensures business processes are reengineered to be consistent with opportunities presented by changing technology. • Ensures that recovery plans and backup systems are in place for mission-critical records. 		<p>Oracle)</p> <p>Wireless Certification (i.e., Certified Wireless Networking Professional)</p>	
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Center for Veterinary Biologics (CVB) Section Leader, GS-0701/403-14

Position Description:

The Center for Veterinary Biologics (CVB) is responsible for the administration of USDA’s Veterinary Biologics Program which implements the provisions of the Virus Serum Toxin Act (VSTA) of 1913 to assure the purity, safety, potency, and efficacy of products shipped in or from the U.S. for the diagnosis, treatment, or prevention of diseases in animals. CVB is also responsible for ensuring that the Veterinary Biologics Program is conducted in compliance with the National Environment Policy Act (NEPA) of 1969. The CVB consists of two units: Inspection and Compliance (IC) and Policy, Evaluation, and Licensing (PEL). Within IC, a number of Section Leader positions exist: Quality Management; Inspection; Compliance; and Program Information Management and Security. Within PEL, there are also various Section Leader positions: Agent Biosecurity and Reference Management; Bacteriology; Statistics; Biotechnology, Immunology and Diagnostics; Virology; and Operational Support Staff. The Section Leaders at CVB are responsible for supervision of employees and coordinating activities within the section.

Duties and Responsibilities:

- Develops, documents, and interprets licensing and testing policy for the assigned CVB section.
- Directs a program of testing and evaluating veterinary biologics.
- Plans, formulates, and develops regulations and directives for the Virus-Serum-Toxin Act.
- Initiates and participates in periodic reviews and revisions of biologics production and testing standards.
- Evaluates applications and supporting data to determine adequacy for licensure or product revision.
- Provides support to VS and other government programs to determine the effect of regulatory actions.
- Establishes work assignment, long-term staffing needs, performance standards, and equal opportunities for subordinates.
- Collaborates with team to create a positive, effective environment.
- Statistics Section Leader also determines appropriate statistical methods for analyzing test results.

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>
<p><i>Accountability</i></p> <ul style="list-style-type: none"> • Evaluates work group performance and project accomplishment to assess the overall program effectiveness and efficiency. • Defines, communicates, and measures progress against rigorous outcome criteria for successful performance. • Creates/maintains a supportive environment for internal control systems against fraud, waste, and/or mismanagement <p><i>Conflict Management</i></p> <ul style="list-style-type: none"> • Is knowledgeable of appropriate policies and procedures in dealing with conflicts. • Actively involves employees in resolving differences over work issues. • Actively listens to concerns of employees regarding issues such as organizational changes, quality of work life and other issues that might cause employees worry or stress. <p><i>Developing Others</i></p> <ul style="list-style-type: none"> • Ensures that developmental plans are in place for all employees that link individual development with agency mission and strategic needs. • Provides one on one time for each employee that focuses on his/her development. • Encourages the use of self-assessments, assessments by others, and performance evaluations to identify training needs of employees. 	<p>Veterinary Medical Officer</p> <p>Epidemiologist</p> <p>Microbiologist</p> <p>Mathematical Statistician (for Statistics Section Leader Position)</p>	<p>Bachelor’s Degree Microbiology</p> <p>Doctorate in veterinary medicine</p> <p>M.S./PhD Microbiology Statistics (for Statistics Section Leader position)</p> <p>Fundamentals of APHIS Human Resource Management (FAHRM)</p> <p>Communication</p> <p>Team Building</p> <p>Emotional Intelligence</p>

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<p><i>Human Capital Management</i></p> <ul style="list-style-type: none"> • Understands the concept of “human capital” and treats people as valuable assets. • Delegates work and makes assignments designed to strengthen employee knowledge, skills, and abilities. • Provides resources employees need to perform their tasks effectively, including special accommodations. <p><i>Leveraging Diversity</i></p> <ul style="list-style-type: none"> • Develops a culture of inclusiveness, respect, and civility that values difference. • Helps others see new possibilities. Challenges employees to take a different perspective. • Develops and implements plans for assessing and dealing with concerns and needs of persons with disabilities. <p><i>Financial Management</i></p> <ul style="list-style-type: none"> • Prepares, justifies, and administers the program budget. • Oversees procurement and contracting to achieve desired results. • Monitors expenditures and uses cost-benefit thinking to set priorities. <p><i>Technical Credibility</i></p> <ul style="list-style-type: none"> • Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. 		<p>Previous experience in applied statistics and veterinary medicine (for Statistics Section Leader position)</p>
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Administrative Officer, GS-0341-07/09 (promotion potential to GS-12)

Position Description:

The Administrative Officer (AO) possesses a broad knowledge of all phases of administrative operations and management procedures including financial, personnel, procurement, management analysis, property and space management, travel regulations, information and communication services and systems, safety and health programs, cooperative agreements, and Office of Workers Compensation Programs (OWCP). The AO also has extensive knowledge of administrative policies and procedures in VS Program requirements, as well as maintaining contact with the agency’s administrative network. The AO reports directly to the Area Office/Regions, who provides administration and policy direction concerning overall Area project priorities, goals, and objectives. Leadership skills are necessary for the AO to supervise the administrative unit in the Area/Regional office. This position is located in each Area and Regional office around the country.

Duties and Responsibilities:

- Provides guidance for the Area/Regional Office on administrative, fiscal, personnel, and procurement issues.
- Supervises some or all clerical, secretarial, and administrative program functions and people.
- Assists in decision making and long-range planning with the Area Management Team.
- Compiles and implements policies within the Area/Regional Office.
- Prepares an annual operational budget request and monthly budget estimates and advises Area/Regional Management of inconsistencies or deviations that could result in program changes.
- Serves as the primary contact to servicing human resources officers on the full range of personnel activities, including position establishment, staffing and employment, employee benefits, and employee relations.
- Coordinates or establishes orientation for new employees and area training/safety/EEO activities.
- Independently procures supplies, equipment, and services for the Area/Regional Office.
- Assists the Area/Regional Office with assessing and determining the overall efficiency and effectiveness of project operations.
- Participates in emergency task forces during animal disease outbreaks.

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>
<p><i>Decisiveness</i></p> <ul style="list-style-type: none"> • Advises team members and Supervisors of possible impact of decisions and actions. • Builds knowledge from past experiences into decision-making process. Consults Supervisor when changes in regulations, customer needs, or other special circumstances necessitate a major change in the team project. • Makes good decisions even where there are competing and ambiguous priorities. <p><i>Influencing & Negotiating</i></p> <ul style="list-style-type: none"> • Builds consensus on team project goals and processes to reach those goals. • Effectively employs a variety of negotiation techniques allowing differing parties to reach mutually agreeable solutions. • Identifies and understands the interests and positions of others in the negotiation process. • Networks to form new relationships and strengthen currently existing ones. <p><i>Team Building</i></p> <ul style="list-style-type: none"> • Coaches, mentors, and guides teams and team members in such a way as to foster commitment, team spirit, pride, and 	<p>Administrative Support Assistant</p> <p>Office Automation Clerk</p> <p>Secretary</p> <p>Animal Health Technician (AHT)</p>	<p>B.S. Management recommended</p> <p>M.S. can be substituted for experience at the GS-9 level</p> <p>Ph.D. can be substituted for experience at the GS-11 level</p> <p>Previous supervisor experience recommended</p> <p>Fundamentals of APHIS Human Resource Management (FAHRM)</p>

<p>trust.</p> <ul style="list-style-type: none">• Facilitates group process to help team members effectively work to solve problems, make group decisions, and accomplish goals.• Involves all team members and ensures all voices are heard and respected. <p><i>Technical Credibility</i></p> <ul style="list-style-type: none">• Assesses expertise of team members in relation to the needs of the team project and seeks expertise outside the team when needed.• Demonstrates knowledge of basic concepts, facts, and principles of particular subject matter domain and continues to develop expertise.• Seeks information on procedures, regulations, and policies that will affect the team project and keeps team members informed of this information.		<p>Introduction to Administrative Processes Training</p> <p>So You Think You Want To Be A Supervisor?</p>	
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**Chief of Staff, GS-0343-14
(with possible promotion potential to GS-15)**

Position Description:

The Chief of Staff (COS) provides strategic thinking and policy development in support of program activities to carry out the VS mission. The COS assists with major plans and policies to ensure the effective implementation of programs to safeguard American agriculture and animal resources. The COS assists the VS Management Team as needed. This position resides in the Washington, D.C. metro area.

Duties and Responsibilities:

- Assists with policy development, operational planning, and day-to-day management of program operations.
- Facilitates the preparation of a broad range of information resources and documents critical to policy and decision-making processes at the Deputy Administrator’s level and beyond.
- Represents the Administrator and Deputy Administrator’s views and policies, and speaks with his or her authority on policy and program management issues and concerns.
- Researches, analyses, and writes materials relating to program issues, including topics for which a clear program direction does not exist.
- Evaluates, coordinates, and consolidates program requests in terms of long-range planning and system advancement, and develops recommendations to support both requests.
- Provides the Deputy Administrator’s office with feedback from industry, governmental agencies, 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, and recommends approaches facilitating program success.
- Helps establish partnerships with agency and department officials, State and local officials, industry, and other stakeholder groups.
- Assists with international issues, including working with APHIS International Services and VS Import/Export divisions, and assisting with assignments regarding Canada and Mexico.
- Prepares and works toward legislative enactment supporting VS programs.
- Arranges appropriate meetings and briefings between program officials and Congressional offices.
- Recommends and plans public statements, presentations, and events by program officials.
- Performs supervisory duties as assigned.

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>
<p><i>Decisiveness</i></p> <ul style="list-style-type: none"> • Advises team members and Supervisors of possible impact of decisions and actions. • Builds knowledge from past experiences into decision-making process. Consults Supervisor when changes in regulations, customer needs, or other special circumstances necessitate a major change in the team project. • Makes good decisions even where there are competing and ambiguous priorities. 	<p>Management Analyst</p> <p>Program Analyst</p> <p>Veterinary Program Specialist (VPS)/ Program Specialist</p> <p>Veterinary Program Assistant (VPA)/ Administrative Support Assistant</p> <p>Office Automation Clerk</p>	<p>Bachelor’s Degree</p> <p>D.V.M.</p> <p>M.S./PhD</p>
<p><i>Influencing & Negotiating</i></p> <ul style="list-style-type: none"> • Builds consensus on team project goals and processes to reach those goals. • Effectively employs a variety of negotiation techniques allowing differing parties to reach mutually agreeable solutions. • Identifies and understands the interests and positions of others in the negotiation process. • Networks to form new relationships and strengthen currently existing ones. 		

<p><i>Team Building</i></p> <ul style="list-style-type: none"> • Coaches, mentors, and guides teams and team members in such a way as to foster commitment, team spirit, pride, and trust. • Facilitates group process to help team members effectively work to solve problems, make group decisions, and accomplish goals. • Involves all team members and ensures all voices are heard and respected. <p><i>Technical Credibility</i></p> <ul style="list-style-type: none"> • Assesses expertise of team members in relation to the needs of the team project and seeks expertise outside the team when needed. • Demonstrates knowledge of basic concepts, facts, and principles of particular subject matter domain and continues to develop expertise. • Seeks information on procedures, regulations, and policies that will affect the team project and keeps team members informed of this information. <p><i>External Awareness</i></p> <ul style="list-style-type: none"> • Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views. • Aware of the organization's impact on the external environment. <p><i>Strategic Thinking</i></p> <ul style="list-style-type: none"> • Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. • Capitalizes on opportunities and manages risks. 			
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Veterinary Services (VS) Regional Director, Senior Executive Service

Position Description:

The Regional Director is responsible for the technical and administrative aspects of the animal health programs within one of two assigned regions. The Regional Director develops, directs, and supervises field operations and cooperative programs to detect, control, and eradicate animal diseases. The Regional Director also enacts and enforces Federal quarantines to control the movement and importation of regulated livestock and poultry and is responsible for overseeing import/export issues within the region.

VS has two Regional Director positions. One is located in the Eastern Regional Office (Raleigh, NC), and the other is located in the Western Regional Office (Fort Collins, CO).

Duties and Responsibilities:

- Participates fully with the VS Deputy Administrator in the formulation and administration of broad national program plans, policies, and objectives.
- Assumes responsibility for budget development and oversight.
- Cooperates with State and other officials in enforcing Federal and State quarantines regarding the movement of livestock and poultry that may cause the spread of disease.
- Organizes and directs task force operations to combat outbreaks of foreign, domestic, and emerging diseases. Assists with all-hazards response activities, including hurricanes and other weather-related events.
- Plans, directs, and coordinates the continuing appraisal of animal diseases which may infect the livestock and poultry resources of the region.
- Maintains surveillance of regional program activities to determine their overall effectiveness by appraising changing disease patterns and conditions and evaluating their effect on the livestock and poultry populations.
- Represents the VS Deputy Administrator and other senior officials in APHIS in meetings and conferences, in formulating programs within the region, and in developing and maintaining cooperative relationships with States and all other stakeholders.
- Provides leadership in negotiations with cooperating officials, industrial groups, and individuals in the development, revision, and adoption of agreements to improve animal health programs within the region.
- Assumes responsibility for the internal organization and overall operation of the animal health programs in the region. The Regional Director manages the use of available funds, facilities, equipment, and personnel to accomplish program objectives within the policy framework of the program.

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>
<i>Entrepreneurship</i> <ul style="list-style-type: none"> • Champions improvement and innovation in government – strategically works to move beyond individual acts of innovation to the innovative organization. • Demonstrates strategic and forward thinking, continually reviewing, developing, and improving systems. 	Veterinary Medical Officer	Bachelor's Degree
	Epidemiologist	D.V.M.
<i>External Awareness</i> <ul style="list-style-type: none"> • Possesses a global breadth of perspective and demonstrates an ability to work and coordinate work cross-culturally, nationally, internationally, and globally. • Explains and defends the organization's policies and 	State Veterinarian	M.S./PhD
	Area Veterinarian in Charge	Leadership for Today and Tomorrow Program (LTFP)

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<p>operations to the external world in order to gain the support needed to assure program success.</p> <p><i>Vision</i></p> <ul style="list-style-type: none"> • Provides a clear vision of where the organization is headed and leads the organization through necessary change. • Steers the Agency toward its higher service purpose through the development, articulation, and implementation of organizational vision. 	<p>Area Emergency Coordinator</p> <p>Assistant Regional Director</p>	<p>Federal Executive Institute (FEI)</p> <p>Fundamentals of APHIS Human Resource Management (FAHRM)</p> <p>Senior Executive Service (SES)</p> <p>Communication</p> <p>Team Building</p> <p>Problem Solving</p>
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**Assistant Director within National Center for Animal Health Programs (NCAHP)
GS-0701/0403-14**

Position Description:

The Assistant Director within the National Center for Animal Health Programs (NCAHP) provides leadership and supervision to the staff within their unit. There are two units within NCAHP where an Assistant Director position resides – the Aquaculture, Swine, Equine, and Poultry staff and the Ruminant Health Programs staff. The Assistant Director assists the NCAHP Director in coordinating and directing the formulation, organization, and execution of major national cooperative animal disease control and eradication programs in their respective industry. The Assistant Director also assists the Director in working closely with the Associate Deputy Administrator of National Animal Health Policy and Programs (NAHPP) in developing, implementing, monitoring, and communicating APHIS policies, programs, and regulations.

Duties and Responsibilities:

- Provides assistance in coordinating and directing the formulation, organization, and execution of major animal diseases and eradication programs.
- Assists in approving or preparing papers, manuscripts, reports and other written materials related to staff operations including legislative proposals, promulgating regulations, budget data, identifying technical training needs and essential information for data systems.
- Participates with Director in planning, initiating and directing pilot projects, preparedness tests and/or special studies.
- Establishes, clarifies, interprets and evaluates policies and program efforts to develop and maintain potential risks posed by animal diseases.
- Assists with evaluating results of program efforts related to scientific and logistical challenges, goals, accomplishments and issues.
- Serves as a consultant and advisor to Federal and State officials concerning program objectives.
- Develops and maintains professional contacts with research leaders to keep abreast on new advances in veterinary and related sciences.
- Communicates with team to create a positive, effective working environment.

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>
<p><i>Accountability</i></p> <ul style="list-style-type: none"> • Prepares project and work unit plans with short/long-range measurable objectives and accepts responsibility for mistakes. • Identifies problems and takes appropriate action within guidelines. • Maintains a supportive environment for control systems. • Holds self and others accountable for high quality, timely, cost-effective results. 	<p>Veterinary Medical Officer (VMO)</p> <p>Area Veterinary in Charge</p> <p>State Veterinarian</p> <p>Area Emergency Coordinator</p>	<p>Bachelor's Degree Microbiology</p> <p>Doctorate in veterinary medicine</p> <p>M.S./PhD Microbiology</p>
<p><i>Conflict Management</i></p> <ul style="list-style-type: none"> • Holds self/staff accountable for avoiding and resolving conflicts. • Keeps staff informed and is an active listener. • Establishes a simple process to preventing and resolving conflicts. 		<p>Fundamentals of APHIS Human Resource Management (FAHRM)</p> <p>Team Building</p>

<p><i>Developing Others</i></p> <ul style="list-style-type: none">• Encourages employees with self-assessment and performance evaluation.• Provides employees with opportunities for formal and informal training. <p><i>Human Capital Management</i></p> <ul style="list-style-type: none">• Builds and helps manage workforce based on organizational goals, budget considerations, and staffing.• Ensures that employees are recruited, appraised, and rewarded.• Takes action to address any performance issues that may occur. <p><i>Leveraging Diversity</i></p> <ul style="list-style-type: none">• Monitors and promotes diversity in the workplace to achieve organizational mission and objectives.		So You Think You Want To Be A Supervisor?
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Center for Epidemiology and Animal Health (CEAH) Director, Senior Executive Service

Position Description:

The Director is responsible for directing the formulation of CEAH plans, policy, and program recommendations, and their coordination with recommendations from other support groups. The mission of CEAH is to apply epidemiological techniques for the promotion of agricultural animal health and for the prevention and control of foreign, domestic, or emerging environmental, veterinary, and zoonotic disease incursions.

Duties and Responsibilities:

- Participates fully with the Deputy Administrator (DA) for VS, and other key officials formulating and determining long-range and current policies and programs of the Agency, particularly as they affect and/or relate to the functions and activities of the CEAH.
- Directs the formulation of CEAH policy and program recommendations and their coordination with those of other organizational units of APHIS, the Department, International agencies, and other public and private user groups.
- Directs and coordinates the development of CEAH funding arrangements. Recommends and justifies necessary budget requests to the DA and other key officials. Develops policies and plans for assuring a solid financial basis for the Center.
- Directs and coordinates the review and evaluation of internal policies and operations; services provided and progress and accomplishments of the Center.
- Develops plans for the collection, analysis, and distribution of information about animal health and productivity; provides animal health epidemiologic expertise to VS, APHIS and USDA
- Develops and conducts training programs for CEAH centers, field personnel and international agencies in areas of technical expertise and program responsibility.

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>
<p><i>External Awareness</i></p> <ul style="list-style-type: none"> • Looks into the future and at external forces to ascertain what might be the next big issue for VS to address. 	State Veterinarian	Doctor of Veterinary Medicine
<p><i>Cross-cultural interactions</i></p> <ul style="list-style-type: none"> • Interacts with professionals from around the world and is considered an OIE Collaborating Center for Surveillance and Risk Analysis, as well as an OIE Collaborating Center for Veterinary Capacity Building with the University of Minnesota. 	Area Veterinarian in Charge	Harvard Business School
<p><i>Vision</i></p> <ul style="list-style-type: none"> • Knows how to position CEAH to assist VS in realizing its goals and being seen as an essential resource. 	Center Director	M.S. or PhD in Epidemiology or Public Health
<p><i>Financial Management</i></p> <ul style="list-style-type: none"> • Ensures people with the requisite knowledge and skills are in place to advise and participate in budget planning, evaluation, and financial systems. 	Regional Director	SES Development Program
<p><i>Political Savvy</i></p> <ul style="list-style-type: none"> • Interacts with a broad range of stakeholders and other government agencies. 	Associate Deputy Administrator	
	NVSL Lab Director	
	University faculty	

National Veterinary Services Laboratory (NVSL) Director, Senior Executive Service

Position Description:

Responsible for the overall planning, coordination, and direction of the National Veterinary Services Laboratories (NVSL) at Ames, IA. The Laboratory is responsible for developing and perfecting new diagnostic techniques for the detection of viruses or antibodies produced by virus infection. This position requires extensive training and experience in laboratory management, the veterinary medical sciences, and allied sciences such as virology and bacteriology.

Duties and Responsibilities:

- Management and supervision of approximately 200 scientific, technical and support personnel through subordinate supervisory scientist.
- Assigns responsibilities, delegate authority, determines operating policies, exercises general direction over the work and reviews program operations to ensure goals and objectives.

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>
<p><i>Strategic Thinking</i></p> <ul style="list-style-type: none"> • Positions the organization for future success by identifying new opportunities. • Builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives. <p><i>Political Savvy</i></p> <ul style="list-style-type: none"> • Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly. <p><i>Human Capital Management</i></p> <ul style="list-style-type: none"> • Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. • Ensures that employees are appropriately recruited, selected, appraised, and rewarded. Takes action to address performance problems. • Manages a multi-sector workforce and a variety of work situations. • Knowledge of departmental & agency EEO/CR goals & policies. <p><i>Entrepreneurship</i></p> <ul style="list-style-type: none"> • Encourages innovation in customer service, delivery of services. <p><i>External Awareness</i></p> <ul style="list-style-type: none"> • Understands context and impact of decisions on partners, customers, and stakeholders. <p><i>Technology Management</i></p> <ul style="list-style-type: none"> • Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. 	<p>Lab Director</p> <p>Unit leader</p> <p>Lab technician</p> <p>Researcher (academic, industry, private)</p> <p>Industry (commodity, marketer, private practitioner)</p> <p>Science/Technology policy positions</p>	<p>Bachelor's Degree</p> <p>Masters' and/or PhD in one of the Veterinary Sciences</p>