

**Rating and Evaluation Plan for NOAA#00-00
 Director, Space Environment Center
 National Centers for Environmental Prediction
 National Oceanic and Atmospheric Administration (NOAA)**

I. Individual Qualification Rating Elements: The qualifications described in the Vacancy Announcement are recast for rating purposes as follows:

- < **5 Executive Core Qualifications**
- < **3 Professional/Technical Qualifications**

Ratings for each element are as follows: HQ (Highly Qualified); WQ (Qualified); Q (Qualified)

Executive Core Qualifications

1. Leading Change

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:

- \$ *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.*
- \$ *Identifying and integrating key issues affecting the organization, including political, economic, social, technological and administrative factors.*
- \$ *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.*
- \$ *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.*
- \$ *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.*
- \$ *Dealing effectively with pressure; maintaining focus and intensity and remaining persistent, even under adversity; recovering quickly from setbacks.*

Rating Assigned	Definition of Experience Level
HQ	At this level, the applicant has exceeded the qualifications for AQ.@
WQ	At this level, the applicant must have experience reflecting a majority of the characteristics cited: Experience in the integration of internal and external program/policy issues as evidenced by leadership of a complex and changing organization which is responsive to a broad sector of the general public and client groups where relationships may at times be controversial and are maintained under adverse circumstances. The program is dynamic and non-static requiring the applicant to ensure current knowledge of all relevant issues as well as remain open to new factors and changing components. The position held requires the development of effective organizational relationships which drive change and are often characterized by competing and conflicting interests both within and outside the agency. Despite these complexities, the applicant has utilized innovative and creative ideas to inspire and guide others to achieve the organization=s vision. Or comparable experience.
Q	At this level, the applicant has experience below the qualifications for AQ.@

2. Leading People

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:

- \$ *Providing leadership in setting the work force's expected performance levels commensurate with the organization's strategic plan objectives; inspiring, motivating, and guiding others toward goal accomplishment; empowering people by sharing power and authority.*
- \$ *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).*
- \$ *Valuing diversity and other differences; fostering an environment where people who are diverse can work together cooperatively and effectively in achieving organizational goals.*
- \$ *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.*
- \$ *Fostering commitment, team spirit, pride, trust, and group identity; taking steps to prevent situations that could result in unpleasant confrontations.*
- \$ *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.

Rating Assigned	Definition of Experience Level
HQ	At this level, the applicant has exceeded the qualifications for A Q.®
WQ	At this level, the applicant must have experience reflecting a majority of the characteristics cited: Experience leading and directing a complex and occupationally diverse multi-functional organization including responsibility for staff allocation and utilization. The applicant will have demonstrated responsibility for: managing the assignment of work through the reallocation of staff and assignments; delegating and empowering employees, thereby, utilizing the intelligence and spirit of people at all levels to meet changes in priorities, goals or mission; adjusting the organizational structure to accomplish objectives; hiring a diverse staff; coaching, mentoring and appraising staff; and, making the appropriate decisions relative to retention, discipline, rewards or promotion. The applicant will have demonstrated the ability to energize and inspire people to overcome barriers, and align employees, through his/her words and deeds, around the organization=s vision. The successful applicant will have helped others navigate through change, and ensured the growth of other leaders throughout the organization. Affirmative action and EEO requirements are exceeded and career enhancement opportunities/assignments are provided. Or comparable experience.
Q	At this level, the applicant has experience below the qualifications for A Q.®

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 include:

- \$ *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.*
- \$ *Stressing results by formulating strategic program plans which assess policy/program feasibility and include realistic short- and long-term goals and objectives.*
- \$ *Exercising good judgement in structuring and organizing work and setting priorities; balancing the interests of clients and readily readjusting priorities to respond to customer demands.*
- \$ *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.*
- \$ *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.*
- \$ *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.*

Rating Assigned	Definition of Experience Level
HQ	At this level, the applicant has exceeded the qualifications for A Q.®
WQ	At this level, the applicant must have experience reflecting a majority of the characteristics cited: Experience which has required him/her to lead/direct the programs of a highly-complex organization and to establish long- and short-range planning goals and objectives. Achievement of these objectives would have required establishing direction through visioning and strategies to reach these goals as well as the application and use of creative and innovative management practices/techniques which will raise expectations and manifest high performance. This experience demonstrates to a high degree the ability to assess the context of a situation/issue, then formulate and prepare program/project plans which drive productivity and efficiency/effectiveness standards while taking into consideration external constraints. The applicant would also have had the responsibility to implement these plans, the authority to organize the structure and work of the organization, and be held fully accountable to effectively accomplish these objectives. Or comparable experience. Specific examples of relevant experience would include: 1) Business process reengineering to increase customer service and program timeliness; and, 2) Modernizing a major program and effectively dealing with all related change management issues.
Q	At this level, the applicant has experience below the qualifications for A Q.®

4. Business Acumen

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:

- \$ *Assessing current and future staffing needs based on organizational goals and budget realities. Applying merit principles to develop, select, and manage a diverse workforce.*
- \$ *Overseeing the allocation of financial resources; identifying cost-effective approaches; establishing and assuring the use of internal controls for financial systems.*
- \$ *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.*
- \$ *Overseeing procurement and contracting procedures and processes.*
- \$ *Integrating and coordinating logistical operations.*
- \$ *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.*

Rating Assigned	Definition of Experience Level
HQ	At this level, the applicant has exceeded the qualifications for A Q.®
WQ	At this level, the applicant must have experience reflecting a majority of the characteristics cited: Experience in the effective implementation of procedures and activities related to obtaining and allocating the resources necessary to support policies/programs within a complex organization to include such areas of the budgetary process as budget development, allocation, reallocation; overseeing the procurement and contracting process; directing/coordinating logistical operations such as space, furniture, etc. The applicant, at this level, is able to: demonstrate successful cost savings in support of the organization=s mission; drive cost competitiveness and alternatives for service delivery; utilize an innovative approach to cost savings thereby ensuring trust in the ability to exercise fiscal restraint at all times; and, make appropriate adjustments based on his/her evaluation of changing circumstances. Or comparable experience. Specific examples of relevant experience would include: 1) Leading organizations in a constrained budget environment; and, 2) Acquiring/deploying/effectively managing large information technology systems.
Q	At this level, the applicant has experience below the qualifications for AQ.®

5. Building Coalitions/Communication

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:

- § *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.*
- § *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.*
- § *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.*
- § *Working in groups and teams; conducting briefings and other meetings; gaining cooperation from others to obtain information and accomplish goals; facilitating Awin-win® situations.*
- § *Considering and responding appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful and treats others with respect.*
- § *Seeing that reports, memoranda, and other documents reflect the position and work of the organization in a clear, convincing, and organized manner.*

Rating Assigned	Definition of Experience Level
HQ	At this level, the applicant has exceeded the qualifications for AQ.®
WQ	At this level, the applicant must have experience reflecting a majority of the characteristics cited: Experience in representing the agency to Congress, other Federal agencies, and/or representatives for the private sector. This experience may be demonstrated by the applicant having served as the Administrator=s key representative forging partnerships with and between former adversaries; providing convincing briefings, speeches, or Congressional testimony which sways the audience and gains cooperation for the organization; or, effectively facilitating inter-agency meetings, media interviews, negotiations, or comparable situations. Or comparable experience.
Q	At this level, the applicant has experience below the qualifications for AQ.®

Professional/Technical Qualifications

1. Broad background in physics and physical science related to the understanding and knowledge of monitoring, analyzing, evaluating and the prediction of the space weather environment. Broad knowledge and understanding of high performance computer systems (and associated information technology security requirements) used in real-time space environment data base management, space environment data analysis, space environment sensor requirements, design and evaluation, and space environment prediction.

Rating Assigned	Definition of Experience Level
HQ	At this level, the applicant has exceeded the qualifications for AQ.®
WQ	At this level, the applicant must have demonstrated experience and ability to make sound decisions relative to the performance of real time space environment products and services. Knowledge of the development of space environment modeling and prediction techniques which are required for accurate temporal and spatial

	forecasting of solar disturbances and their subsequent effects throughout the near-earth interplanetary medium, the magnetosphere, the ionosphere, the upper atmosphere and at Earth's surface. Knowledge of product development, evaluation, selection and transition into operations of space weather modeling and related modeling and prediction requirements. Or comparable experience.
Q	At this level, the applicant has experience below the qualifications for AQ.®

2. Experience in the management of forecast and analysis, science and technology infusion (including transitioning of research results into operations), technical support and the delivery of critical space weather products and services.

Rating Assigned	Definition of Experience Level
HQ	At this level, the applicant has exceeded the qualifications for AQ.®
WQ	At this level, the applicant has demonstrated a leadership role in the space weather community, which includes the development and implementation of strategic plans for an organization and accompanying organization-wide administration. Experience in management, execution and budgetary matters related to an organization with a significant budget, including experience with performance measure concepts and controls related to meeting the organization's goals and vision. The incumbent has demonstrated expertise in advising policy makers and planners on space weather matters, has experience in all matters related to the transition of space environment research results into operational products and services, and experience in fostering broad community support of space weather services. The incumbent has experience in the use of organizational resources to meet goals and objectives in order to contribute to the operational mission of providing space weather warnings and to conduct research to gain an increased understanding of the solar-terrestrial environment. Or comparable experience.
Q	At this level, the applicant has experience below the qualifications for AQ.®

3. Expert knowledge of the principles, practices, and procedures in administering, establishing, directing, evaluating and coordinating extensive theoretical and experimental research studies and directing senior level research with emphasis on the solar-terrestrial environment. Must have a broad understanding of the theory and current state of knowledge in a combination of disciplines, including; solar, interplanetary, magnetospheric, ionospheric, and lower atmospheric physics.

Rating Assigned	Definition of Experience Level
HQ	At this level, the applicant has exceeded the qualifications for AQ.®
WQ	At this level, the applicant will hold a Doctoral degree or equivalent experience and has a demonstrated knowledge and experience of development of policies for an organization responsible for providing services in the field of solar physics. The applicant has demonstrated the ability to develop and evaluate policies, strategies, and long-range plans for new initiatives to successfully direct a large, diverse research and development enterprise and to carry out the formulation of long-term and short-term plans to establish and meet space environment research, meet service goals and objectives, set priorities and evaluate options for solving problems. Among other matters, experience with covering the provision of products or services, design of user support systems, methods of data collection and validation, satellite and data services, and product development and transition. Or comparable experience.
Q	At this level, the applicant has experience below the qualifications for AQ.®

II. Final Rating: You will assign one of the following final ratings based upon a detailed review of the individual qualification elements listed under section I of this plan:

To Receive a “HQ” (Highly Qualified) Rating:

1. Experience is rated “HQ” on 4 of the 5 Executive Core Qualifications; and,
2. Experience is rated “HQ” on 2 of the 3 Professional/Technical Qualifications.

NOTE: If not rated “HQ” on the Executive Core Qualifications or Professional/Technical Qualification criteria, the candidate must have at least a “WQ” rating.

To Receive a “WQ” (Well Qualified) Rating:

1. Experience is rated at least “WQ” or higher on 3 of the 5 Executive Core Qualifications; and,
2. Experience is rated at least “WQ” or higher on 2 of the 4 Professional/Technical Qualifications.

To Receive a “Q” (Qualified) Rating:

Applicants rated “Q” on any of the Mandatory Executive Core Qualifications or the Mandatory Professional/Technical Qualifications automatically receive a final overall rating of “Q”.