



**LIBRARY OF
CONGRESS**
LEADERSHIP DEVELOPMENT PROGRAM
Human Resources Services
Office of Workforce Performance and Development (WPD)

PROGRAM OVERVIEW

The **Leadership Development Program (LDP)** is a 15-month competency-based training program for employees from diverse backgrounds who are interested in broadening their knowledge and developing the skills that are the foundation of effective leadership. The selection process is competitive. Participants will be given opportunities to obtain education, training and experiences needed to improve their current performance, enhance their leadership skills and increase knowledge of the Library's operations. The program provides focused staff development that specifically supports the goals of the Library's Strategic Plan. While not a placement program, the LDP supports the agency-wide succession management strategy which ensures that the Library is staffed to meet current and future business needs.

A variety of learning activities have been incorporated into the curriculum, allowing participants to explore leadership issues and develop leadership skills. The LDP combines Library orientations, training sessions, practical work experiences, professional mentoring arrangements, needs assessments, individual development plans, rotational assignments, team projects, executive shadowing and online training courses. More information about the program is available at the **LDP website** www.loc.gov/staff/cld/ldp.

LDP Outcomes

At the completion of the LDP, participants will be expected to:

- Demonstrate skills that will allow them to lead initiatives, projects and staff in their Service Units
- Demonstrate knowledge of the Library's Strategic Plan and Service Unit Strategic Plans
- Demonstrate proficiency of the Leadership Development Program competencies ¹
- Demonstrate knowledge of the Library's operations and how they relate to and support each other
- Demonstrate effective oral and written communication skills
- Demonstrate an enhanced ability to assess professional strengths and areas for continued growth
- Establish organizational and professional individual learning goals

¹ Competencies are defined as the knowledge, skills, and abilities that enhance a person's successful performance in a particular profession or contribute to a person's performance in completing tasks, responsibilities, duties and projects. The Office of Personnel Management Executive Core Qualifications (ECQs) have been adopted as the base competency model for the Leadership Development Program. In addition, other competencies have been added that address specific Library of Congress leadership needs.

Leadership Development Program Competencies

The Office of Personnel Management (OPM) Executive Core Qualifications (ECQs) will serve as the model for the Leadership Development Program competencies described below.

Leading Change involves rapidly, effectively, and appropriately adapting behaviors and work methods to new or changing situations and acting with professionalism and integrity under pressure. It includes the ability to bring about strategic change, to meet organizational goals.

Leading People involves the ability to lead people effectively and with integrity toward developing and implementing an organizational vision that integrates key goals, priorities and values of the Strategic Plan. It involves team commitment, conflict resolution, and valuing diversity and inclusiveness.

Building Coalitions involves the ability to develop networks and to collaborate across boundaries to build strategic relationships that facilitate achievement of goals. It includes the ability to build consensus and gain cooperation from others to obtain information and accomplish goals.

Results Driven involves the ability to meet organizational goals and customer expectations, make decisions, anticipate the needs of both internal and external customers, deliver high-quality products and services and commit to continuous improvement.

Business Acumen involves the ability to manage human, financial and information resources strategically. This includes understanding the Library's financial process, and making use of technology to achieve results.

Additional Library Specific Competencies for the LDP Include:

Library of Congress Perspective includes basic knowledge of the Library's operations, (past, current and projected future), and knowledge of the Service Unit roles, goals and how they interrelate to meet the Library's mission.

Project and Program Management involves the ability to apply program/project management principles, techniques, and practices to effectively manage the achievement of program or project goals and objectives, including monitoring and evaluating costs, work and performance.

Congressional Relations includes knowledge of the support and services that the Library of Congress provides for our primary customer (U.S. Congress), general knowledge of the operations of Congress, and the Library's interaction with Congressional members and their staff.

Fundraising involves exhibiting an awareness of the LC fundraising policies and procedures. This includes drafting fundraising proposals and documentation for official consideration and works with appropriate LC offices to understand the basics of fundraising at the Library.

Innovation and Collaboration involves the process of improving, adapting or developing a product, system, or service to deliver better results and create value for people and working together to achieve a common goal; working together to create value.

Building a High Performance Culture includes understanding the Library's performance goals and targets, how they cascade into workforce performance management, performance management processes and practices, performance coaching and feedback, and the ability to create an environment that promotes results and focused mission accomplishments.

LDP Structure

The LDP is managed by the Office of Support Operations/Human Resources Services/ Office of Workforce Performance and Development (WPD). Participants who are selected to participate in the LDP will be detailed into the Leadership Development Specialist position description under the management of the Office of Workforce Performance and Development. A detail implies that an employee remains in his/her position of record, while performing specifically or collaterally duties of another position. Participants in the LDP program remain in their current positions and participate in the activities of the program as collateral duties to their position of record throughout the 15-month program. After being selected, participants will be required to sign a Confidentiality Agreement in order to participate in the program.

Participants will attend 11-12 non-consecutive weeks of training and orientations that focus on developing leadership skills and an understanding of the operations of the Library of Congress. Approximately one or two weeks per month will be devoted to these activities. To augment the formal instruction, program participants will also complete one 60-day rotational work assignment and one 90-day rotational work assignment. These internal and/or external rotational assignments provide job-based experiences that allow for further development and application of the leadership competencies. Program participants will plan and/or accomplish special projects and prepare and present a variety of reports, written documents, and oral presentations related to work assignments and/or career developmental activities.

Participants are expected to work a fixed work schedule (from 8:30 AM – 5:00 PM) on the days that program activities are scheduled.

Eligibility

To be eligible to participate in the Leadership Development Program, staff members must:

- Be current, full-time Library of Congress employees who are at the GS-11 through GS-13 grade levels at the time of the application deadline, with a minimum of two years of previous Library of Congress employment
- Have permanent status or indefinite status without Not-To-Exceed (NTE) dates
- Have a satisfactory work status for the previous 2 years, with no adverse actions

Applicants must apply only at the grade level they currently occupy.

Application Process

Applications will be accepted for the program from **January 25, 2012** through **February 27, 2012**.

Library of Congress staff who are eligible and interested in applying for the LDP must:

- Complete the online course, “**The Voice of Leadership: Inspirational Leadership**”, through LOC SkillPort by the application deadline date of **February 27, 2012**. This course can be accessed through the Leadership Development Program page on the Center for Learning and Development website: <http://www.loc.gov/extranet/cld/ldp/index.html>. If you need assistance accessing the Online Learning Center (OLC), call 7-6348. Upon completing the course, before exiting SkillPort, print a course completion certificate and retain it for your records.
- Apply online at www.loc.gov or submit a completed applicant job kit (available in LM 107) addressing the Knowledge, Skills and Abilities (KSAs) required for the LDP. The KSAs that are marked with a double asterisk(**) in the vacancy announcement and the applicant questionnaire are considered the most critical for the position. Applicants must demonstrate fully acceptable experience in these designated KSAs in the narrative/application review, preliminary telephone interview, and/or full structured interview.
- After the applications have been reviewed, eligible applicants who advance in the process will be notified and scheduled for a structured interview. (Guidelines for advancement are governed/outlined in the Library of Congress Merit Selection Plan.)
- Applicants who have completed the full structured interview and are determined to be at least “fully acceptable” will be notified that they are finalists. Finalists must submit an LDP reference/recommendation form from both of the following:
 - a) a current **or** former Library of Congress supervisor, **and**
 - b) a colleague or Library project leader

Finalists will also participate in a group interaction activity and may be asked to provide writing samples.

Selection Process

Stage 1: Eligibility Screening

- Identifies applicants who meet the minimum eligibility criteria (grade, years of service, pre-requisite course completion, permanent appointment status/or indefinite status without an NTE date, and no adverse actions for 2 previous years).

Stage 2: Application Review

- Identifies that the applicant's experience, knowledge, skills and abilities are at "fully acceptable" or better experience levels for the critical competencies required for participation in the LDP.

Stage 3. Individual Structured Interview

- Provides an opportunity for the Selection Panel to identify the fully qualified applicants. It also provides an opportunity for applicants to verify information listed in their application and to offer additional information related to their knowledge, education, training and experience.

Stage 4. Reference/Referral and Group Interaction

- Candidates who become finalists will provide completed reference forms and will be scheduled to participate in a group interaction. The selection panel will observe and evaluate how well each candidate performs as a member of a group.

Stage 5. Final Selection

- The Interview Panel will choose from among those applicants on the final referral list by weighing such factors as reference information, applicant's ratings on the most important competencies identified in job analysis and the applicant's performance in the group interaction.
- The Interview Panel may request that the applicants on the final referral list provide writing samples for use as additional information.
- After being selected, participants will be required to sign a Confidentiality Agreement in order to participate in the program.