

**Leadership Development Program (LDP)
Guide**

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LDP Overview

To ensure mission success into the future, NASA needs a diverse cadre of leaders who are adaptable, inspire, motivate, and guide others to produce tangible results, who mentor and challenge the workforce, and who demonstrate high standards of honesty, integrity, trust, openness, and respect.

As part of NASA's integrated Strategic Human Capital Plan, the LDP is a key succession-planning tool aimed at ensuring that the Agency has the right kind and number of diverse leaders to achieve mission success.

Specifically, the NASA Leadership Development Program (LDP) is intended to:

- Prepare leaders to take on higher and broader roles and responsibilities in the near future,
- Provide opportunities to obtain experiential understanding of Agency-wide, national and global issues and their impact on NASA's mission and U.S. goals,
- Enhance understanding, effectiveness and mobility across programs, projects and Centers,
- Provide opportunities to participate and contribute while learning, and
- Create a culture of collaborative leaders who understand and focus on achieving valuable results that matter to the American people and to the world.

The LDP as Part of NASA's Leadership Succession Planning:

As part of an integrated Strategic Human Capital Plan, the LDP is a succession-planning tool aimed at ensuring that NASA has the leaders it needs for the future. The LDP is intended to prepare leaders to take on higher and broader roles and responsibilities in the near future.

The LDP is NOT a "guarantee" of a future promotion or selection for a particular position. Rather, future promotion is dependent upon the increased leadership effectiveness of the individual participant.

While the LDP is aligned with the NASA SES selection criteria, it is not an "SES Development Program", and is not a pre-requisite for entry into the SES. Those specifically interested in candidacy for SES selection should consider NASA's SES Candidate Development Program.

Links to LDP Guidelines

- [Selection Criteria, Process & Schedule](#)
- [Nomination Forms](#)
- [Program Design - Key Elements](#)
- [Accountability and Performance](#)
- [Administration and Travel](#)
- [Reentry and Agency Mobility](#)
- [Printable LDP Guide \(PDF File\)](#)

Selection Criteria, Process & Schedule

- [Selection Criteria](#)
- [Selection Process](#)
- [Selection Schedule](#)

Selection Criteria

Using an Agency-wide competitive process, the LDP targets high-performing GS 13-15 civil servants who are committed to serving in NASA, and are seen as future Center and Agency leaders. Centers should use the following criteria in choosing the best candidates to support the achievement of Center and Agency missions and goals.

Timing

Candidates selected for the LDP should be individuals that the Center Director expects to take on broader responsibility upon returning to their Home Centers or shortly thereafter.

Characteristics and Abilities

Individuals must demonstrate the ability or have shown high potential to:

- **Produce Tangible Mission Results:** Assures that team/organizational goals and objectives are achieved in a timely and effective manner.
- **Be Open to Feedback and New Ideas:** Manages self in a manner that fosters learning and high performance. Is willing to be coached and has the ability to be self-critical. Thinks “out-of-the-box.”
- **Take Risks:** Applies critical and appropriate judgment to decision making and thinking strategies to interpersonal, organizational and complex societal issues.
- **Understand Center, NASA and National Goals:** Has a broad understanding of the Center’s role in meeting NASA goals. Works to increase collaboration and cooperation across NASA. Has a strong commitment to enhancing NASA’s impact on National goals including space exploration and improving the quality of life on Earth.
- **Lead Teams or Projects:** Actively leads and manages teams and integrates program goals and values and organizational, stakeholder and customer needs.
- **Work Well With Others:** Works to build and maintain trust and supportive relationships. Understands and knows how to leverage the impact of the informal organization to accomplish goals.
- **Have Unquestioned Credibility:** Has the respect of supervisors, peers and subordinates.
- **Possess Respected Technical Competency:** Maintains a high level of competency in his/her technical or functional discipline.

In addition candidates must:

- Be a full-time, NASA civil servant.
- **Be Willing to Make a Commitment to NASA:** All participants must sign a three-year continuing service agreement with NASA prior to being accepted as a candidate for the LDP.
- **Meet Grade Requirements:** Candidates must be grade 13, 14 or 15.
- **Have the Prerequisite Training:** MIP or MEP that includes courses or programs that provide tools or processes that enable participants to gain an understanding of their strengths and weaknesses.

Individual Development Plan

Developmental planning is an integral part of the LDP because it provides a rational, systematic framework for assessing developmental needs in terms of both the individual's career goals and NASA's human resources needs. The Individual Development Plan (IDP) is a statement of specific job-related knowledge and skills that the individual seeks to improve or strengthen, along with the activities planned to acquire the desired knowledge and experience. Candidates who do not already have a Center IDP should contact their supervisor before proceeding.

Selection Process

Center Director's should submit the number of nominees needed to fully support the Center's succession planning needs. The Agency's need and financial resources available will determine the actual number of participants each year. Employees who wish to be considered for the LDP can initiate the nomination process, but require the full support and endorsement of their supervisor and line management including the Center Director to advance in the process.

Center Directors will submit nominees in priority order to their Institutional Program Office Associate Administrator (AA). The AA will have the option of identifying an Enterprise priority before submitting candidates to the NASA Training and Development Office.

Nominees will then be subject to an Agency-wide competition conducted by the NASA Executive Development Education Panel (EDEP). Nominees will be selected based on a paper review and interview. Centers are responsible for funding travel to NASA Headquarters for these interviews.

Following are the guidelines used by the EDEP when evaluating applications.

Points	Question No. (NASA Form 1591)	Factor	Description
0- 10	13	Vision	Ability to articulate a clear personal vision that aligns with the strategic goals of the Agency. Candidates should provide specific examples of how their personal goals and abilities connect to NASA's and what they are committed to accomplishing. Just restating the NASA vision and indicating support is not adequate.
0-30	14 through 19	Developmental Preparation	How well is the candidate prepared to make maximum use of this training opportunity? Does he/she have the requisite background, experience and training necessary? Is there a clear link between this Fellowship and the needs of the individual and the Center? Is this the "right" program for this individual at this time?
0-25	20 through 22	Competitive Factors	Has this individual proven to be able to effectively translate their opportunities into measurable results for the Agency?
0-30	23	Reentry Strategy	Does the Center have a clear strategy for this individual that effectively uses the knowledge, skills, and abilities gained to support the achievement of Center goals? Is there a good plan to enhance the Agency's return on investment? The reentry plan must state specific actions that Center management will support that will provide for the participant to contribute beyond their regular duties upon return.
0-5		Discretionary	At the discretion of the evaluator, up to 5 points may be added to the above factors, based on the information available. This allows the evaluator the latitude to recognize any exceptional strength and/or to express clear preference for one candidate over others despite the fact that the numerical weighting to that point may have been more or less equal.

Maximum Points 100

Selection Schedule

The following is the annual schedule for the selection of LDP candidates.

February	Centers post developmental assignment opportunities available on their Web site with links to the HQ LDP Developmental Opportunities site.
March	Headquarters publishes a call for nominees.
May	Centers issue local call for nominees (date may vary by Center).
June - August	Each Center and Headquarters Office identifies individuals who have demonstrated the potential to assume greater responsibility within the Agency and hold local competition.
August	Centers submit nominees to Institutional Program Office AA.
September 1 (See Call)	Nominations due to Headquarters, NASA Training and Development Division along with Enterprise priorities.
September – November	EDEP reviews candidates.
November 15 (On or About)	Interviews held at HQ.
December 1	Candidates recommended to NASA Human Resource Assistant Administrator for approval. AA's and Center Directors notified of employees selected.
December 15	Employees notified

Nomination Forms

Candidates for the LDP are required to complete and submit the following:

- NASA Development Programs Application ([NASA Form 1591, Feb 04](#)),
- Supplemental Attachment: Leadership Development Program ([NASA Form 1591D, May 03](#)), including a description of the intended primary assignment and its location.
- A Center Individual Development Plan (IDP).

Candidates can identify primary Developmental Assignments by either:

- Selecting a Developmental Assignment from those available on the web,
- Or negotiating a position directly with a host supervisor.

Nomination Form Completion

Since the task of identifying and screening nominees is the responsibility of the Executive Resources Panel (ERP) at the Center, the candidate's application and IDP must:

- Clearly state specific objectives to be derived from participation in the LDP and how this developmental experience will meet the objectives of the employee's IDP.
- Contain strong endorsements from the immediate supervisor, line management and Center Director.
- Describe a reentry plan for the participant upon his or her return; and
- Contain an assignment description from the primary developmental assignment.

Program Design – Key Elements

The program is framed around an integrated set of elements that serve as common threads across the yearlong LDP experience. These include a powerful results-based leadership model, a series of shared learning workshops and class training, tailored developmental and collateral assignments, individual training opportunities, rigorous leadership coaching and feedback, leadership benchmarking, and an Agency-wide results project.

- [Results Based Leadership Model](#)
- [Leadership Workshops and Schedule](#)
- [Developmental Work Assignments](#)
- [Collateral Work Assignments](#)
- [Training](#)
- [Mentoring and Coaching](#)
- [Leadership Benchmarking](#)
- [Agency-Wide Results Project](#)

Results Based Leadership Model

The philosophy of the LDP program is that leadership is about producing real results, leadership occurs at all levels, and optimal leadership learning occurs through doing. The LDP provides a way to transfer highly refined skills and talents to new situations, develop individual expertise and enhance the performance of the Agency's mission. The individual who makes the personal investment necessary to participate fully in the LDP is better prepared for his or her future career demands and changes.

The "Leadership Choices" model frames leadership simply and powerfully as a set of choices made around:

- **Alignment:** Leaders consistently communicate in a way that influences others to find common values, create a shared vision and align behind a powerful mission. Leaders communicate clearly about the values that guide them, their commitment to the mission and the picture of the future they want to create.
- **Results:** Leaders focus on powerful results. Leaders choose to target results that are observable, measurable, and valuable to the organization; results that connect to values, mission and vision; results that challenge the status quo. Leaders who choose results that benefit society bring to their work a fundamental understanding that "it's not about what you do, but rather about what gets done."
- **Action:** Leaders keep themselves and others in action to produce results. Leaders identify the steps necessary to achieve their desired results, enroll key partners who will support the effort, and hold themselves accountable for the success of the organization.

Leadership Workshops & Schedule

Over the course of the year, the LDP class meets six times for leadership development and professional skills training. Each session builds on the previous sessions' work, preparing participants to re-enter their NASA careers at a new level of leadership and technical capacity. Workshops will be enhanced through a series of integrated training sessions designed to introduce skills and knowledge that will strengthen participants' new leadership awareness.

All workshops will involve pre-work assignments, structured interactions involving learning, coaching and feedback, and periodic videotaping to enable participants to actually view themselves in front of the group.

Program Schedule

The LDP is a yearlong program. While developmental work assignments vary in length, all participants are required to participate in the scheduled events for the entire year.

June	Orientation - Initiates the process of leadership development and clarifies program requirements and participant expectations. Includes team building training.
August	Developmental Work Assignments – Participants move to developmental location and begin assignments.(this date will vary by participant)
September	Results Workshop – Participants continue to work on alignment of vision, values and mission and the identification of results. Includes Congressional briefing training and Agency Strategic Overview.
December	Accelerating Change Workshop – Participants identify barriers and resistance and actions needed to overcome these barriers. Includes Systems Thinking Training.
December 15	Book of Wisdom Updates Due - The Book of Wisdom is a “gift” from each class to the next that imparts their best ideas on how to make the LDP year a success.
February	Expanding Possibilities Workshop - Participants benchmark with outside leaders. Includes Negotiation Training.
February 15	Mid-Term Report Due
April	Reentry Workshop - Participants identify strategies and action plans for leveraging their learning after the year is complete. Includes leadership training aimed at understanding leadership lessons from America’s history.
July 15	Final Report Due
July	Celebration Workshop and Graduation - Participants reinforce strategies for moving forward and celebrate program completion.

In addition participants attend:

- Monthly Program Update Teleconferences
- Bi-Monthly NASA Leadership Briefings

Developmental Work Assignments

General Information

Participants engage in developmental work assignments designed to challenge them and increase their understanding of Agency, Federal and National issues. These assignments will vary widely both geographically and technically.

· Each participant is required to undertake developmental work assignments for up to one year, with a primary assignment of no more than nine months. Participants may engage in one or more collateral assignments.

· Assignments must be outside the participant's Home Center, but not necessarily outside their home geographic area. The minimal amount of time a participant must be away from their Home Center on a developmental work assignment is 121 days. All assignments must be completed by

the end of the following fiscal year. For example: The class of 2004-2005 must complete all assignments no later than 9/30/05.

- The developmental work assignment provides opportunities for experiential learning in new tasks and functions, learning about the host organization's operations, and exposure to Agency-wide and government-wide issues and decision-making processes. Participants are encouraged to seek opportunities that will expand their scope of experience and understanding about how the Agency works and its impact on National goals and society.

- Often, participants from field Centers select a developmental work assignment at NASA Headquarters. The benefits of such an assignment have been tremendous for past participants, and are widely recognized by Center management.

- Participants not assigned to Headquarters take part in some LDP activities through teleconferences.

Developmental Work Assignment – Responsibility for Planning

The individual is responsible for coordinating with their home supervisors to determine the assignments and experiences that will best meet their development needs and the needs of their Center.

In many cases, the positions described on-line by potential host organizations do not meet the specific needs of the individual participants or the Home Center.

Each participant is encouraged to follow these steps to assure the best possible experience during the LDP year:

1. Review current skills and abilities and identify areas where improvement or additional experience is desired. Participants are required as part of the LDP application process, to complete the NASA Development Programs Application Form (NASA Form 1591, May 03), which includes a gap analysis matrix.
2. Identify the primary developmental objectives for the year with your supervisor and Center management.
3. Explore developmental work assignments with your supervisor and Center management that will provide opportunities for acquiring leadership expertise and a broad understanding of NASA and its role in meeting National goals.
4. Consult mentors, the training staff, or previous participants for additional ideas and suggestions.
5. Identify your primary developmental work assignment responsibilities and obtain the endorsement from the LDP Host Assignment Supervisor, if possible.
6. Follow your Centers instructions for completing required nomination forms.

The probability of being selected for the program is higher if the applicant thoroughly examines what he or she hopes to gain through participation and has described how selection would mutually benefit the applicant, the installation and NASA.

Developmental Work Assignment – Opportunities

Current developmental work assignment opportunities identified by NASA Headquarters, Centers and outside organizations are available on this Web site, but they are not the only assignments possible. If an appropriate assignment is not available on the Web site, participants are

encouraged to contact the organization they are interested in and negotiate an adjustment to the posted assignment or another assignment that will meet their developmental needs and those of the host organization.

Developmental work assignments may be made to positions of the same grade that do not have promotion potential. IPA authority is not to be used for NASA developmental work assignments.

Developmental Work Assignment – Selection Process

- Potential candidates should begin to negotiate for a primary developmental work assignment as soon as feasible.
- Prospective host organizations prepare brief descriptions of potential developmental work assignments with major duties, and forward these in MSWord 6.0 to the Center LDP Coordinator to be uploaded to the LDP developmental work assignment website. Prospective participants may choose to negotiate for one or more of these positions, or negotiate an assignment specifically tailored to their own needs. The negotiation should involve the participant and both the Home supervisor and host developmental work assignment supervisor.
- The applicant's supervisor and Center Director should review and approve the developmental work assignment description to ensure that it is appropriate for the individual, and that it provides an opportunity for the applicant to develop the knowledge, skills and abilities s/he needs.

NOTE: The applicant is responsible for notifying the LDP host developmental work assignment supervisor immediately after their selection into the program.

Developmental Work Assignment - Documentation

The following guidelines are to be followed for documenting details related to developmental work assignments outside of NASA. There are two Temporary Assignment Agreements: one for Assignments within the Federal Government and one for Assignments outside the Federal Government. Both Agreements can be found in the Forms section of this Web site.

INSTRUCTIONS COMPLETING AGREEMENTS FOR OUTSIDE DEVELOPMENTAL ASSIGNMENTS

Prior to the start of any developmental assignment outside of NASA, employees will be required to complete an Agreement for Temporary Assignment. Templates for these outside assignments have been created for NASA's Development Programs. Employees need to start as early as possible since this process can take up to 90 days. Additionally, they should have a back up assignment in case issues cannot be resolved between NASA and the outside organization.

Employees interested in pursuing outside developmental assignments as part of the Leadership Development Program, Project Management or Senior Executive Service Candidate Development Program are required to:

1. Obtain home supervisor's endorsement of the proposed assignment in writing. This endorsement should explain the benefits of the outside assignment to the home organization. If the outside assignment is already part of an approved IDP or Development Program Application Form, signed by the supervisor, no additional endorsement is required. This endorsement will become part of the employee's developmental program file.

2. Contact the outside organization and obtain a verbal agreement to pursue a temporary developmental assignment including the specifics of the assignment. Corporations may have concerns about proprietary information and may be unwilling to sign this agreement. Consequently, the corporation's legal office should be made aware of the assignment at the earliest opportunity.
3. Complete the appropriate Agreement for Temporary Assignment in Draft.
4. Provide this draft to the Developmental Program Manager, along with a point of contact and phone number at the outside organization. The Developmental Program Manager will obtain a review and approval of the NASA Headquarters Office of the General Counsel and the:
 - a. Office of External Relations where an assignment includes foreign travel or collaboration with foreign nationals, whether domestically or abroad, or
 - b. Office of Legislative Affairs if the proposed assignment is with a Congressional Office or Committee, or
 - c. Office of the Administrator of the proposed assignment is with an office within the White House.
5. Provide a copy of the draft to the outside organization.
6. Notify your Center Ethics Officer of your proposed outside assignment and ensure that you have taken ethics training within the last year.
7. After preliminary approvals have been received, obtain the organization's required signatures.
8. Resubmit the agreement to the Developmental Program Manager. The Developmental Program Manager will obtain the signature of the AA for Human Resources and Education.
9. The signed Agreement will be added to your developmental program file.
10. ***NASA employees should not sign a non-disclosure agreement. Signing such an agreement could cause the employee to become personally liable for any disclosures. In addition, the employee does not have the authority to bind NASA. NASA employees are still subject to 18 USC § 1905, which governs disclosure of confidential information for actions taken while on outside assignment. For further information regarding this section, please consult your Center Patent Counsel.***

Note: The NASA Comptrollers signature is not required for non-reimbursable agreements for outside developmental assignments as long as funding to support the assignment is available within the program budget

Collateral Work Assignments

- Each participant who is engaging in developmental work assignments longer than the minimally required four months, is required to complete a collateral assignment designed to broaden a participant's understanding of cross-Agency, national, or global issues.
- For participants engaging in one-year developmental work assignments, collaterals must be at least 90 days and performed in an organization outside the original developmental work assignment organization. The length of the collateral for participants engaging in assignments less than one year will vary.
- The time frame associated with the collateral work assignment is determined by the nature of the duties and by joint agreement between the participant and the collateral assignment supervisor. Usually the length of the collateral will be a minimum of three months to a maximum of six months.
- Participants are expected to pursue collateral work assignments outside their technical or program area. Outside organizations such as industry, academia and other Federal agencies are also possible locations for collateral assignments. International collateral work assignments may also be arranged under special circumstances.

- The Training and Development Division assists in making arrangements for collateral work assignments. Usually participants complete the requirement in the second half of the program after they have had a chance to identify an appropriate learning opportunity.

NASA Leadership Development Program Assignment Summary

- **Purpose:** *To develop powerful leaders who understand and align with NASA's mission and vision for the future*
- **Selection:** Competitive with demonstration of met criteria
- **Target Grade:** 13-15
- **Venue:** Assignment may be within NASA, any other government agency, private industry, or non-profit as long as it meets program guidelines
- **Requirements:** Nomination by Center senior management, commitment to continue in service of with NASA for 3 years, willingness to engage in all program requirements; MIP, MEP, or equivalent training approved by the NASA Training and Development Division.
- **All assignments must be away from participant's Home Center**

Length of Total "Consecutive" Assignments	Length of Primary Assignment	Length of Co-Lateral Assignment
12 months	6 to 9 months	3 to 6 months
11 months	6 to 8 months	3 to 5 months
10 months	6 to 7 months	3 to 4 months
9 months	5 to 6 months	3 to 4 months
8 months	5 to 6 months	2 to 3 months
7 months	4 to 5 months	2 to 3 months
6 months	3 to 4 months	2 to 3 months
5 months	3 to 4 months	1 to 2 months
121 days	3 months	1 month

Other Program Requirements

All participants, regardless of length of development assignments, are required to participate at all LDP events including six results-based leadership development workshops, structured coaching and feedback throughout the assignment, and other activities and events as scheduled.

Training

Program Training

During each of the six workshops participants engage in training related to the development of leadership knowledge and skills. This training will vary from year-to-year depending on the needs of the Agency.

Individual Training Opportunities

Each participant will have the opportunity to participate in training opportunities designed to meet the individual's needs. Individual training needs should be discussed with the home supervisor and identified in the participant's IDP. Training may include:

- Workshops related to their work assignment or developmental objective.
- Executive development programs conducted by organizations outside of NASA (encouraged but not required).
- Short management seminars, technical workshops or other selected courses.

Tuition: All training must be requested on a NASA Headquarters Form 56 and submitted to the LDP Training Manager at least two weeks prior to the start of the training course. The LDP will not fund travel related to this training. Participants may request travel funding from their Host supervisor or Home Center.

Mentoring and Coaching

Selecting a Mentor

Once a participant is accepted in the LDP they are encouraged to contact a current or former program participant for insight and mentoring. This individual will help the participant prepare for the program and provide guidance on moving and travel concerns. A mentor will normally be someone from the person's Home Center. Participants are encouraged to maintain this relationship to gain support in understanding the issues they could face upon return to their Home Center.

Participants are also required to have an Executive mentor. This Executive mentor ideally is someone from the Center's top leadership who would be available to support and guide the participant during their year and helps identify developmental work assignments that will enable the participant to better support the Center upon their return. They can also help the participant plan how they can best share and use their experience once they return to the Center.

Coaching in the LDP

At each LDP session, as well as in individual sessions during the year, participants will have access to personalized leadership coaching and feedback from the team of Program Leaders and consultants supporting the program. This resource is intended to allow highly individualized input on assessing leadership strengths and areas needing development.

Each participant is provided with a minimum of 1.5 hours of leadership coaching. Coaching sessions are tailored to meet specific requirements of the participants and incorporate the Myers-Briggs Type Indicator and other specialized instruments where necessary.

Leadership Benchmarking

Throughout the year the LDP participants will be interacting with many of NASA's top leaders, as well as effective leaders from a variety of sectors. These structured interactions, in a variety of formats, are intended to provide participants with access to the current leadership thinking that is guiding this Agency into the future. They also provide an opportunity to learn from a variety of leadership styles, practices, and examples from inside and outside NASA.

- NASA Leadership Briefings: Throughout the LDP year, participants will have the opportunity to engage with top leadership from across NASA. Regularly scheduled briefings involve Associate Administrators, Center Directors and other leaders from across the Agency.
- Benchmarking is the process of looking at "best practices" in leadership, and then applying insights to your own leadership. Leadership Benchmarking is an intentional,

structured learning process involving preparation, real-time observation, comparison and follow-up action and application. During the year, participants will have the opportunity to benchmark a variety of effective leaders from the federal sector, private industry, and/or non-profit organizations.

Agency-Wide Results Project

The NASA Leadership Development Program aims to develop leaders who produce extraordinary results. Effective leaders are willing to paint a vision of the future, put a stake in the ground, and then work with others to figure out how to produce that result.

- The LDP Results Project is intended to provide participants with an opportunity for immediate practical application of the leadership theory and skills they are learning in order to achieve Agency goals and produce real, measurable results that matter to the Agency and to the American people.
- The results project provides a “real world” leadership experience that requires participants to collaborate in cross-Agency teams, test and stretch their leadership, and make a real contribution to NASA’s mission.
- Participants will organize into teams around a result topic proposed by Code A or a NASA Enterprise that supports the Agency’s mission. The teams will then define measures for their result, gather relevant data, and develop strategies for action.
- The targeted result and the effort to achieve it will be real – not a “simulation”.
- Teams will be challenged to set challenging goals, and develop and implement action plans in order to complete their effort by Graduation.

Accountability and Performance

For the LDP to be effective there needs to be feedback and accountability at multiple levels. Program accountability will be reinforced through both informal and formal structures, including direct feedback, program requirements, reports and evaluation.

- [Accountability](#)
- [Performance](#)
- [LDP Program Reports](#)
- [LDP Program Evaluation](#)

Accountability

During the LDP year:

Participants continue to be accountable to the Agency and their Center Directors and supervisors for individual performance and ability to realize mission results. During their LDP year, participants are also accountable to the LDP Program Director and their classmates for staying fully engaged in the program, attending all pre-scheduled events and:

- a. Producing tangible mission results,
- b. Being open to feedback and new ideas,
- c. Taking risks,
- d. Maintaining an Agency-wide, “One NASA” perspective,
- e. Willingly taking on leadership roles,
- f. Actively working to build relationships for the good of the NASA mission,

- g. Maintaining unquestioned integrity, and
- h. Maintaining a high level of technical competence.

All participants must meet the following requirements in order to qualify for completion of the LDP:

- A pre-LDP entry meeting with the Center Director, coordinated by your Center LDP Coordinator, to discuss the individual's developmental focus and the Center's needs,
- Attendance at all six LDP learning workshops,
- At least 80% attendance at NASA Leadership Benchmarking Briefings, and
- At least 80% attendance at Monthly Program Updates

Host Developmental Work Assignment Supervisors are accountable to the Agency for ensuring participants have challenging assignments that expose them to the higher and broader level of the Agency and to the organization in which they are assigned. Host developmental work assignment supervisors are expected to have a high level of involvement with the participant to provide technical guidance and overall mentoring and supervision.

Center Directors, Human Resource Directors and Home Supervisors are accountable to their participants and to Agency leadership for the Center's participation in the program, including success in using the program as a strategic succession-planning tool for highly qualified executive candidates. The Center Director, Human Resource Directors and supervisors are also accountable for enabling Agency-wide mobility.

The LDP Program Director is accountable to the Agency, Center Management and participants for over all high quality and results of the program.

The Headquarters Training and Development Office will provide feedback annually to Code A, Enterprise Heads and Center Directors on participant participation and results achieved.

Performance Reporting

Participant's Performance Appraisal

Participants in the LDP remain under the Performance Appraisal Program of their sponsoring organization during the program year. The performance plan developed for participants in the program must include objectives and performance requirements applicable to their developmental work assignment. Performance against these requirements must be given appropriate consideration in the final assessment of performance during the appraisal period.

The performance appraisal process will involve both the home supervisor and the developmental work assignment supervisor. Program reports will be useful in this process, and the participant's Individual Development Plan may serve as the basis for the performance plan to cover the program year. The host developmental work assignment supervisor is responsible for providing needed information to the home supervisor as requested. Assessment of the participant's performance during the program year is the responsibility of the developmental work assignment supervisor. Usually the program reports are sufficient to meet this requirement.

The home supervisor has final approval of the rating. Participants should discuss this issue with the home supervisor to ensure that he or she understands the process. Participation in the program should not have a negative impact on pay determinations.

LDP Program Reports

Both the program participant and host developmental work assignment supervisors prepare a mid-program and a final report. These reports are used by LDP management to monitor the progress of the participants, and inform the sponsoring organization of the LDP participant's activities. The final report is also the documentation used as evidence of successful completion of the program.

As host supervisors' assessments are included in these reports, they also serve as a tool for the home supervisor to evaluate the performance of his or her employee during their developmental assignment. The participant is responsible for providing these reports to the HQ Training and Development Division and sending copies to the management officials and training office at their Home Center.

Mid-Program Report

By February 15, each participant prepares and submits the report to the LDP Director. This report should emphasize the significant accomplishments and progress being made in acquiring the knowledge, skills and abilities outlined in the participant's Individual Development Plan. It should also cover any significant changes in the assignment, problems preventing completion of planned activities, and plans for overcoming problems.

Final Program Report

By July 15, each participant submits the final report to the LDP Director. The report should emphasize the experience gained during the LDP, the opportunities it provided and how the participant's plans to apply the knowledge and skills gained toward the achievement of NASA's goals upon return to his/her Home Center. This is an opportunity for the participant to inform the home supervisor of new abilities as well as desired ways of using the knowledge and skills in future assignments.

LDP Program Evaluation

Participants are also required to complete a final Program Evaluation. This feedback helps ensure the program continues to meet the needs of the Agency and is of the highest quality.

The Training and Development Division ensures that all levels of the LDP are evaluated annually. This evaluation is conducted using questionnaires (both descriptive and attitudinal in nature) and by conducting interviews with NASA executives, participants, (current and/or past) and supervisors. Through this evaluation process, a better understanding of the strengths and weaknesses of the program are determined, and actions are taken annually to improve the program. Benchmarking against other corporate and government leadership development programs is also conducted.

Feedback on program effectiveness, including the impact on mission results and the effectiveness of the LDP in supporting NASA succession planning goals, is provided to Agency management annually. Center Directors are also provided feedback on the progress of past participants and Center specific impacts.

Administration and Travel

- Funding
- Travel Procedures and Authorization
- Travel Other Than the Authorized Program Trips
- Per Diem Authorization
- Leave
- Policy on Job Offers
- Family Considerations

Funding

Centers are responsible for paying the salaries of participants for the year and for travel for the Orientation Workshop and Planning Trip. The Training and Development Division funds training, per diem, and LDP-related travel once the participant starts their assignment. Travel required as part of developmental work assignments are paid by the host organization under separate travel orders.

Travel Procedures and Authorization

NOTE: All references to travel and reimbursement limitations or any other regulation should be discussed with the local officials responsible for the requirement.

Home Center Responsibility: Home Centers will budget for and fund the per diem and travel costs for the Orientation and Planning Trips.

Orientation Trip: Normally scheduled in June (specific dates and location are announced by March). Home Center LDP Coordinators will prepare the travel orders.

Planning Trip: Normally scheduled in June or July. Allows participant to meet with their host developmental work assignment supervisor to discuss their assignment and to make their housing arrangements for the year. This trip can be combined with the Orientation.

Headquarters Responsibility: The Headquarters Training and Development Division will budget for and fund the per diem and costs for the following trips. Yearlong travel orders for these trips are prepared and approved by the NASA Training and Development Division and will be given to program participants at the Orientation Workshop.

Initial Trip (using the participant's privately owned vehicle, if desired) to the work assignment location and Return Trip to the sponsoring installation at the completion of the program: Reimbursement will be authorized for shipment of up to 350 pounds of clothing/household goods. If it is advantageous to the Government for the traveler to get a rental truck over flying with excess baggage, the NASA Training and Development Division may authorize the use of a rental truck as long as a cost comparison is done to show the advantage.

Home Center and Reentry Trips are authorized for return to the Home installation so that management can update the participant on program activities and discuss their learning progress and how it relates to Center goals and potential reentry options. During the program year, participants are allowed three performance

assessment trips and one reentry trip to the Home Center. Since the participant cannot receive per diem at the permanent duty station, there are no limitations on the length of time for the reentry trip. The participant and the appropriate supervisors arrange this trip, and no additional travel orders are required. Rental cars are not authorized for these trips.

In-Program Trips: Trips are authorized for the following mandatory workshops: Results, Accelerating Change, Expanding Possibilities, Reentry and Celebration/Graduation. No additional travel orders are required for these trips unless the participant's developmental work assignment location is the same as their Home Center location or their assignment has not begun or it has ended.

Participant's travel will be managed in the NASA Integrated Financial Management Program's Travel Manager System, and participants will be required to prepare and submit vouchers online. The prepared voucher is signed electronically and routes to the NASA Training and Development Division for management approval. All receipts must be mailed or faxed to Tiffany Schuffert at the NASA Training and Development Division. Be sure to keep a copy of all vouchers, orders, and receipts for your own files. (Copies have been lost in transit.)

The "TA" Number is the unique Travel Authorization Number that appears on the Travel Authorization extended TDY document. This authorization is used to prepare vouchers to claim expenses until the document is closed out with your final voucher. When completing the travel voucher, it is important that the correct travel authorization be used to prepare the voucher. Submit travel voucher receipts to:

Tiffany Schuffert
NASA Training and Development Division

Mail Suite 4K70-B
NASA Headquarters
Washington, DC 20546
Telephone: 202-358-4513/FAX: 202-358-4164

The NASA Training and Development Division authorizes payment of the vouchers; however, actual processing for payment is done at the GSFC financial office. Travel voucher payment notification is sent electronically to inform traveler of total payment. If you are uncertain about whether you have been reimbursed, it is easiest to first check with your financial institution's electronic service line to determine if a deposit has been made, and if the amount agrees with your expectations, prior to calling the travel personnel at GSFC.

Direct Deposit is the only method used for reimbursement. If you will need local banking at your developmental work assignment location (recommended), it is best to take a few minutes during your planning trip (prior to relocating) to open an account at either a NASA credit union or local bank. If you set up a new account you may be required to complete a direct deposit form at the Orientation. This form will be provided to the Travel Office at GSFC (MS 155).

Payments received for travel vouchers are generally not taxable income. They are considered by the IRS to be reimbursement for expenses incurred, as long as you do not stay longer than a year or do something that can be interpreted as establishing residency in your developmental work assignment location. See the NASA Financial Management Manual for more information.

The following guidance provides additional information on the six different types of travel situations or trips that you may encounter during the developmental program year. Some are unique to this program, and require some explanation.

Below is an explanation for each of the travel types, along with samples of completed vouchers to illustrate how unique requirements may be satisfied. The six travel situations are:

1. The Orientation Workshop Trip (Pre-Program)
2. The Pre-program Planning Trip to your assignment location
3. The "En-Route" Trips
4. Monthly Living Expenses or "Per Diem"
5. Secondary Travel
6. Secondary Travel to the Permanent Duty Station

1. The Orientation Workshop Trip

Orientation workshop usually takes place in June. The location of this workshop varies. Therefore, if your developmental work assignment is in the same area as the Orientation, you will be expected to combine your Orientation Workshop and Pre-Program Planning Trip. However, for those going to other locations, alternate times for planning at your assignment location can be worked out with your Home Center, with separate orders and vouchers submitted for that trip.

The travel orders for the Orientation Workshop and Pre-Program Planning Trips will be issued by your Home Center. Arrangements for transportation will be your own responsibility. It is strongly encouraged to perform house hunting during the Pre-Program Planning Trip. The NASA Training and Development Division will send you a package of pre-work materials to prepare for this trip. Some of this must be completed and sent in prior to the trip. Following the trip, submit your travel voucher to your Center accounting office for reimbursement.

[Sample Orientation Workshop Trip Voucher](#)

2. The Pre-Program Planning Trip

This trip may be combined with the Orientation Workshop Trip and may take up to 3 days. It is best to take this trip following the Orientation Workshop Trip, since you will be given up-to-date travel information at that time. Prior to doing any house hunting, find out all you can about the area you plan to reside in for the upcoming year (refer to the LDP Book of Wisdom for information).

Determine your living requirements -- an apartment, a house, or a townhouse; schools; day care; distance to work; potential locations; pets; etc. Other program participants and people who work at your assignment location are your best sources of information. If you've never lived in an apartment, or it has been some time since doing so, you may prefer to try to find either a house or town house.

Do a draft budget of your anticipated living expenses and compare it to your per diem allowance to determine what you can afford. Keep in mind what the per diem allowance is for the area where you are going. If the area where you will be working has a variable rate, such as LaRC and Wallops, you should consider doing your budget with the lower rate as the base since most living expenses (i.e., rent, telephone, etc.) will remain constant throughout the year. Check out the information in Chapter 3, Book of Wisdom, for what previous program participants have to say about where they have lived. Also, don't hesitate to give them a call. Search the Internet. Many newspapers and cities have Internet addresses these days and you can begin checking the classified ads in the papers and finding out about such things as deposits for utilities, rates for cable TV, etc. One program participant found someone at his developmental work assignment location who was going on an extended TDY and was able to rent his house. Other program participants have rented to program participants coming to their Home Center. Don't expect to actually rent anything in June if you aren't going to move in until August.

Most places won't hold a property that long and usually can't tell you for sure what their vacancies will be that far in advance since the occupants have the option to stay longer or renew their leases. All you can do that far in advance is look over the area. Your wisest move in finding housing is to try to schedule your Pre-Program Planning Trip as near as possible to your actual move time. The best times for finding a property is at the beginning or end of the month and during the week since many property agents do not work on weekends.

As with the Orientation Trip, travel orders are issued by your Home Center. Actual transportation and lodging reservations are your own responsibility. Also, travel vouchers follow the same submittal process as stated for the Orientation Trip.

3. The "En-Route/Exit" Trips

These are the trips between your Home Center and your developmental work assignment location at the beginning and end of your assignment.

a. The NASA Training and Development Division prepares and issues travel orders to cover the entire LDP assignment, including all mandatory program training and the "en-route/exit" trips. These trips are included in your extended TDY orders. The orders authorize reimbursement for both living expenses (per diem) at the location and travel expenses for your move to the duty station and subsequent move back home. You will receive these orders during the Orientation Workshop.

b. Transportation to your work assignment location may be undertaken in one of two ways:

1. You may arrive via commercial transport. If you choose to fly to move to the duty station location, the cost of excess baggage for up to 350 lbs.(or the carrier's minimum) is allowed.

2. You may arrive via personal vehicle (POV). The NASA Training and Development Division will reimburse you for mileage at \$0.405/mile (mileage based on the MapQuest distance between cities) and the per diem for each overnight site as long as you travel 300 or more miles per day. However, the first day you will only receive 75% of Meals and Itemized Expenses (M&IE) for the location to which you traveled. Meals, lodging and incidental expenses incurred during the trip are allowable. Under a recent change in 2002 from Code B, if it is advantageous to the government for the traveler to get a rental truck over flying with excess baggage, the NASA Training and Development Division may authorize the use of a rental truck as long as a cost comparison is done to show the advantage.

c. Your flat rate begins at 12:01 the day after arrival. You begin claiming the reduced rate (55 percent of the locality, when your assignment is over 120 days, and 65 percent when the assignment is 31 to 120 days). This day is also the beginning of the monthly period and not to be claimed as part of the en route voucher. The regulations state: the day of arrival you will receive either 75% of M&IE (if en route trip is only one day) or the full M&IE (if the en route trip is longer than one day). The only way you will receive lodging on the day of arrival is if you stay in a hotel the first night because your apartment is not ready. You will not receive 1/30 of your rent for that night. Usually you will only get the M&IE.

d. The travel voucher for this trip should be filed as soon as possible. Voucher receipts need to be mailed to Tiffany Schuffert, NASA Training and Development Division, Mail Suite 4K70-B, NASA Headquarters, 300 E Street, SW, Washington, D.C. 20546. Prior to mailing, make an extra copy of the package for your own files.

The NASA Training and Development Division will approve the voucher, and it will route to the Accounting Office at GSFC for reimbursement
Sample En Route Tip Voucher

4. Monthly Per Diem Vouchers

These vouchers cover living expenses at the work assignment location. Extended TDY per diem is at a rate of 55 percent of the maximum per diem rate for that locality when your assignment is over 120 days and at 65 percent when the assignment is 31 to 120 days. This is often referred to as the "flat rate". Use the flat rate for your monthly vouchers, with the following exceptions:

When "secondary" travel (to be covered later) is performed, only fixed costs (explained later) will be paid for the nights spent out of town rather than the allowable per diem.

When 4 hours or more of annual leave is taken in a single day, only fixed cost may be claimed for that day (see later section covering time off). If 4 hours or more of annual leave is taken on the day before and the day after a non-workday (holiday, weekend, flex day, etc.) then you are reduced to your fixed cost for the spanning period. For example, if 4 hours or more of annual leave is taken on a Friday afternoon, AND 4 hours or more of annual leave is taken on Monday morning of the following week, the fixed rate per diem must be claimed for that Friday and Monday and the intervening weekend days.

If secondary travel or annual leave is taken after the voucher for that month has been submitted, but not paid, the traveler needs to contact the Travel Office to make the correction on his/her current voucher.

The reduced rate per diem (flat rate) goes into effect the day after arriving at the duty station.

A cash advance is authorized. The advance varies for the area you are going to (with a maximum amount equivalent to 45 days at the applicable per diem rate, e.g., for NASA/HQ this is currently \$5,085 at 55% of regular daily per diem) and is intended to cover security deposits, first month's rent, and other incidentals. Repayment is made by deduction from your monthly vouchers over the last 10 months, if you are staying for 12 months. (Note: Check your audited vouchers in the Travel Manager system to see what amount is deducted, and that deductions stop when repayment is completed.) As usual, any cash advance for short-term trips or secondary travel trips is to be taken from a government travel card.

Commuting expenses to and from work (to include mileage, taxi, bus, metro/subway, and parking fees), dry cleaning expenses, and exterminator service are not reimbursable on your monthly voucher.

These vouchers should be completed and submitted to the NASA Training and Development Division at the end of each month. If unplanned secondary travel takes place after submitting the voucher, the following month's voucher can include an adjustment to the prior month's voucher. Tiffany Schuffert (202-358-4513) is available to answer any questions on the preparation of vouchers. Also, the Travel Manager Help Desk is also available to answer questions (202-358-4367).

You must always state in the "Comments" section of the voucher any sick and annual leave that was taken during the month. Two sentences required, one for sick leave and one for annual leave, even if no leave is taken. When you take sick leave, you are entitled your flat rate for that day, but it still needs to be shown on the voucher. The voucher should reflect any leave taken and so should your time card.

Statements are to read: "I certify that I have taken 0 hours annual leave during this period" and "I certify that I have taken 0 hours sick leave during this period" (or the appropriate number of hours). Make sure the amount stated agrees with the time card you submit to your timekeeper at your Home office. Again, the voucher can be amended on the following month's voucher if something happens after the voucher is submitted.

The only claims that should appear on the monthly voucher are for daily living expenses. The living expenses will be either the 55 percent of the per diem rate, or, your fixed cost rate for any nights spent on official "secondary" travel. Secondary Travel (including LDP workshops, enroute, and exit trips) should be submitted on a separate voucher.

[Sample Monthly Per Diem Voucher](#)

5. Secondary Travel

Secondary travel is any official travel taken while on the yearlong developmental work orders. This includes any trips taken on behalf of your Home Center, Assignment Office, or as part of the program training included in your yearlong orders. Secondary travel to your Home Center is a little different and will be covered in the next section. For any travel not part of the program, you will need separate travel authorization and expense vouchers from your Home or developmental work assignment Center. That is, process orders as normally done when not on the extended TDY of the program assignment. For the days on secondary travel, you will make a claim for a fixed cost (not flat rate) on your monthly expense report. The GSFC Travel Office needs to be able to account for everyday of the month. If you take secondary travel, a note should be made in the "Comments" section of the travel voucher referencing the TA Number of the secondary Travel Authorization. The dates on the orders should be the same dates you are claiming fixed cost. On your regular monthly voucher, secondary travel is to be itemized with a fixed rate amount claimed for each day on secondary travel. You must claim fixed cost everyday you are on secondary travel since you will receive per diem (as long as you are not at your Home Center) for every day that you are on travel. There is no need to involve the NASA Training and Development Division in the processing of secondary travel vouchers unless it is an LDP-related program trip.

[Sample Secondary Travel Voucher](#)

6. Secondary Travel to the Permanent Duty Station (Your Home Center)

Secondary (Official) travel back to your permanent duty station is treated exactly as Secondary Travel (including fixed costs) with the exception of what items are reimbursed. Travelers are not authorized per diem or lodging expenses for official travel at the permanent duty station during the program assignment. This rule was developed under the assumption that a program participant maintains a home back at their permanent duty station. Whether or not this is true, M&IE and lodging costs are not reimbursable. Also, keep in mind that because M&IE includes incidental expenses, things like baggage tips are also not reimbursed. Check with the Travel Office before you travel to get an exact definition for M&IE.

For secondary travel back to your Home Center, those items NOT covered are:

1. Meals and Incidental Expenses (M&IE)
2. Lodging
3. Official Phone Calls
4. Personal Phone Calls
5. Dry Cleaning Costs
6. Rental Car/Gas

The reason is that travelers are still getting their salary and if they were at their Home Center and not on detail, they could not claim a local reimbursement for these expenses. This is your residence, and anything you normally have to pay out of pocket, you still have to pay for. That is why you get a salary (for cost of living).

For Secondary travel back to your Home Center, items covered are:

1. Airfare

2. Taxi & Taxi tips

Sample Secondary Travel to the Permanent Duty Station Voucher (take rental car and gas out of example)

Fixed Costs

Fixed costs are those daily living expenses related to the residence that will be incurred everyday even when you are not physically there. These expenses such as rent and utilities must be paid even when you are out of town. The basic philosophy of fixed costs is that the government recognizes the residence cannot be given up every time a trip is necessary, but that meals and other incidental expenses should not be reimbursed twice. When on secondary travel, the Monthly Voucher can only claim the daily Fixed Cost for those days away from the developmental work assignment residence.

This estimate must be prepared as early in the program year as possible. It is preferably best to do this by the end of the first month when living expenses can be readily determined. Certainly, an estimate is needed prior to performing any secondary travel.

The daily fixed cost is calculated by finding the average monthly cost for the following items (total amount divided by 30 days, even February and months that are 31 days):

1. Rent for a 1 Bedroom apartment (either furnished or unfurnished)
2. Furniture Rental (if renting an unfurnished apartment)
3. Utilities (gas, electricity - includes connection and disconnection)
4. Telephone Service (Basic service only. Does not include installation fees, or internet, but does include taxes)
5. Cable Television (Basic service only. Does not include premium channels or internet, but does including tax)
6. Residential parking
7. Does not include exterminator service.
8. Does not include maid service

If you do not live in a 1-bedroom apartment or efficiency during your assignment year, and in fact most participants rent larger apartments, condominiums, or houses, then an estimate must be prepared of the cost of a 1-bedroom apartment in the area you are living. To do this, find out from rental offices in the area what the most likely rent charge for such an apartment would be and use that amount as the basis for the fixed cost calculation. Many apartment complexes in the area will quote what the cost would be for renting a 1-bedroom apartment with all utilities, phone, cable service, maid service, furnishings, etc. for a 1-year lease. For utility service, an estimate will probably have to be determined until a few monthly bills are received.

Once these amounts are determined and a daily rate calculated, prepare a report, sign it, and mail it to Tiffany Schuffert, NASA Training and Development Division, Mail Suite 4K70-B, NASA Headquarters, 300 E Street, SW, Washington, D.C. 20546. Along with this, the following attachments must be included:

- Copy of a signed lease for your living quarters
- Copies of utility bills
- Copy of cable bill
- Copy of furniture rental agreement, if applicable
- A statement of quote for renting a 1-bedroom apartment giving the name, address, and phone number of where quote was obtained, if applicable.
- Copies of any other supporting documents.

Important People, Places, and www Pages:

For submitting travel vouchers and all travel questions:

Tiffany Schuffert
 NASA Training and Development Division
 NASA Headquarters
 Washington, DC 20546
 Telephone: 202-358-4513
 Fax: 202-358-4164
 E-mail: tschuffe@hq.nasa.gov

The key contact in the travel office is:

Mark Wagner
 GSFC
 Telephone: 301-286-4770
 Fax: 301-286-8261
 E-mail: Mmwagner@pop100.gsfc.nasa.gov

The following are Web site addresses for per diem rates. These are supposed to be updated annually and are good addresses to know.

US per diem rates by location can be found at the following URL:

http://www.gsa.gov/Portal/gsa/ep/contentView.do?programId=9704&channelId=-15943&oid=16365&contentId=17943&pageTypeId=8203&contentType=GSA_BASIC&programPage=%2Fep%2Fprogram%2FgsaBasic.jsp&P=MTT

FMM 9700, NASA Financial Management Manual, Paragraph 9743-1, contains the regulations governing extended travel. This can be found at: <http://www.hq.nasa.gov/fmm/9700/9700.pdf>.

The following URL contains the NASA Forms (NF), NASA Headquarters Forms (NHQ), Goddard Space Flight Center Forms (GSFC), Standard Government Forms (SF), Optional Government Forms (OF), Office of Management and Budget Forms (OMB), and Presidential Rank Award (PRA) Forms. <http://www.hq.nasa.gov/help/forms.htm>

Travel Other Than the Authorized Program Trips

The office hosting the participant is responsible for funding all travel related to the developmental work assignment and preparing the travel orders for the travel. When a participant is directed to travel on temporary duty away from the developmental work assignment location, the participant "Temporary Duty Per Diem Rate" is reduced.

Per Diem Authorization

Participants on extended TDY are authorized daily per diem rates in accordance with FMM Appendix 9743 for extended duty in the relevant geographical area.

By law, per diem is discontinued during periods of annual leave, and under no circumstances can per diem be paid when the traveler returns to his or her permanent duty station.

Leave

Since per diem is discontinued during periods of annual leave, participants may wish to use as much of their annual leave as possible before beginning their extended temporary duty assignment. Per Diem is paid for sick leave that does not exceed 14 consecutive working days. Official time and attendance records are maintained at the participant's Home installation. Participants must coordinate with their Home supervisor on time and attendance reporting requirements.

Policy on Job Offers

Agency policy specifies that no official will make any job "offer" to a LDP participant during the program year. This policy does not restrict the participant's right to apply for advertised vacancies during the program year and to accept the new position if selected. Agency-wide mobility is encouraged.

Family Considerations

Participants who consider the LDP must also consider the effects of the program and geographical relocation on family members. Some participants elect to bring their families with them to the new location while others choose to come alone. Either way, the program may present stressful situations for all involved. We strongly urge all potential participants to discuss the likely impact of the program with others who will be affected. One suggestion is to discuss the pros and cons with previous participants and, if possible, arrange for other family members to be present for the discussion. There is no one solution for every family situation, but everyone involved should have a voice in the decision. The Training and Development Division at NASA Headquarters can provide information on family considerations and names of previous participants willing to share their experiences.

Reentry and Agency Mobility

- [Reentry Process](#)
- [Agency Mobility](#)

Reentry Process

Returning to the Home organization after participating in long-term developmental programs has presented challenges for past development program participants and their installations. Reentry can be successful if it is fully discussed prior to the nomination process, but can lead to problems and disappointments when participants or supervisors assume this is understood without addressing individual expectations. Please visit the [SES web site](#) for qualifications

The purpose of the LDP is to provide an Agency-wide succession-planning tool. As such, the LDP is designed to equip participants to take on positions of broader responsibility within the Agency. While a promotion is not a guaranteed outcome of the program, graduating participants should be better prepared to take on more challenging leadership roles and make a greater contribution to the Center and NASA.

It is important, therefore, that the issue of reentry be discussed before the program starts and as the year progresses. The NASA Developmental Programs Application Form (NASA 1591) requires the individual, along with their supervisor and Center Director, to identify a reentry strategy for the participant prior to being accepted into the program.

The most successful reentry occurs when expectations are addressed during the initial planning of the participant's nomination. In many cases, the sponsoring organization will fill the participant's job while the participant is on a development assignment. When this happens, even on a temporary basis, it is mandatory that the participant be informed of this action and understands the organization's commitment to him or her after completing the LDP. Otherwise, the participant suffers unnecessary anxiety and uncertainty about his or her future.

Aligning the participant's new skills, knowledge and abilities with the needs of the Home Center is not always easy to arrange upon the individual's return. When a good fit is not immediately available, Centers are encouraged to work with the participant to develop three to four month rotational assignments within the Home Center following the individual's return. These rotational assignments provide an opportunity to ensure that the knowledge and skills gained by the participant are used to meet the current needs of the Home Center.

Communication: A Two-Way Street

Past experience has shown that participants who have experienced the most successful reentry, worked deliberately and systematically to maintain open communication with their home supervisor and Center Director during the LDP year. Although this fact is emphasized to participants at their Orientation, the home supervisor is also responsible for staying in touch and keeping the participant informed.

Reentry Workshops/Trip

The HQ Training and Development Division assists with reentry throughout the program year by providing training devoted to communications and the formal reentry process. During the last few months of the program, each LDP participant returns to the Home installation to review their reentry status, brief managers on program events and gain information on current events back home. This trip is specifically planned to enable a smooth reentry. Participants are also encouraged to actively inform their managers of their desire to apply the knowledge and experience gained from participating in the LDP.

If reentry plans have not been resolved, this trip is used to plan the reentry position and any new assignments. The discussions during this process require the employee, supervisor and Center Director to share their expectations, review available options, and gain a clear understanding of the situation.

The participant must keep in mind that participation in the LDP is a developmental opportunity and not a commitment for a future position or for future promotions. Just as the program is a long-term development program, the maximum rewards and value from participation are also derived over time.

Agency Mobility

Mobility, or the willingness to move within the Agency, is also an important concern for NASA. As employees move upward, the opportunity to broaden their experience by working in other areas of the organization becomes more important. For the senior executive positions in NASA, it is expected that individuals will have had experience in more than one NASA organization and Center.

For additional information on Agency Mobility and SES, please review the letter from Sean O'Keefe, Standards for Selection into the Senior Executive Service (SES), and the NASA SES Mobility Requirements, or visit the SES web site for qualifications.

Historically, approximately 30 percent of program participants change Centers or organizations within one year after completing a developmental assignment.