NOAA COMMISSIONED OFFICER BILLET DESCRIPTION

SECTION 1 - GENERAL INFORMATION

A. Billet Number: 7200  
B. Billet Title: Director, Office of Coast Survey

C. Grade Requested: O7 - RDML  
D. Type of Submission: ANNUAL RECERTIFICATION

E. Minimum amount of overlap between incumbent officer/reporting officer for continuity of duties: 1 Month

F. Duty Type: FIXED SHORE  
G. Estimated Length of Assignment: 4 Years

SECTION 2 - DUTY STATION ADDRESS AND CONTACT INFORMATION

A. Street Address: SSMC3, Room 6147  
B. Street Address: 1315 East West Highway

C. City: Silver Spring  
D. State: Maryland  
E. Country: United States  
F. Zip Code: 20910

G. Office: +1 (301) 713-2770 x 134  
H. Mobile: +1 (301) 873-2064  
I. Fax: +1 (301) 713-4019

SECTION 3 - OFFICER EVALUATION REPORTING

A. Supervisor

1. Name: Holly A. Bamford  
2. Position: Deputy Assistant Administrator, NOS  
3. Grade: SES-All

4. Email: holly.bamford@noaa.gov

B. Reporting Officer (2nd Level Supervisor)

1. Name: Holly A. Bamford  
2. Position: Deputy Assistant Administrator, NOS  
3. Grade: SES-All

4. Email: holly.bamford@noaa.gov

C. Reviewer (Normally the Reporting Officer's Supervisor)

1. Name: RADM Jonathan Bailey  
2. Position: Director, NOAA Corps  
3. Grade: O8

4. Email: jon.bailey@noaa.gov

SECTION 4 - ACCOUNTING AND ORGANIZATION

Complete as many of the following fields as possible. If in doubt, leave the field blank.

A. Organizational Hierarchy - Use common acronyms when possible.

1. Staff or Line Office: NOS  
2. Office, Center, or Lab: Office of Coast Survey

3. Division: N/A  
4. Branch: N/A  
5. Section or Team: N/A

B. NOAA Goal/Subgoal: Resilient Coastal Communities and Economies  
C. Program: N/A

D. NOAA Org Code: NCS  
E. NFC Org Code: 10-09-0000-00-00-00  
F. Project-Task:
SECTION 5 - PROGRAM, PROJECT OR ACTIVITY OVERVIEW

NOAA is authorized to provide nautical charts and related hydrographic information for the safe navigation of maritime commerce and for engineering, scientific, and other commercial and industrial activities per the Coast and Geodetic Survey Act of 1947 and the Hydrographic Services Improvement Act of 1998 (and amendments). This requirement covers all U.S. territorial waters and the U.S. Exclusive Economic Zone (EEZ). Chart carriage regulations of the U.S. Coast Guard (33 C.F.R. 164.32) mandate that vessels operating in U.S. waters carry official marine charts and nautical publications to facilitate safe passage within U.S. waters. The data that NOAA collects and the nautical charts and publications NOAA produces meet carriage requirements and directly support safe and efficient navigation, Maritime Domain Awareness and Homeland Security in areas of national interest, protection of the marine environment, coastal and marine spatial planning, and economic prosperity for the nation.

The U.S. national charting program is managed by the Office of Coast Survey (OCS), which maintains a suite of approximately 2,000 nautical charts and publications, several hundred updated weekly. OCS is recognized as the U.S. National Hydrographic Office by other federal, state, and local government agencies as well as foreign hydrographic offices. OCS’s charting mission fits primarily under NOAA’s strategic goal to support the nation’s commerce with foreign hydrographic offices. OCS’s charting mission also provides support to the nation’s commerce with foreign hydrographic offices.

SECTION 6 - DUTIES AND RESPONSIBILITIES

6A. Description of Duties and Responsibilities

The Office of Coast Survey is one of nine programs under the National Ocean Service (NOS). Since the reorganization of NOS, the position of Director, Office of Coast Survey, has been considered to be an SES-equivalent grade, and has had SES Directors in the past. In FY10, the OCS budget was $97M; with up to 275 FTEs, 30 officers, and 700+ other contractors/partners/commercial groups etc. involved in the execution of program requirements that supports 13M jobs and contributes $742B+ annually to U.S. GDP.

Leadership/Management (25%):
A. Effective, Efficient Service Provider - Provides interagency leadership in and/or support of ocean policy development, climate science and services, or other priorities established by the DOC Secretary and NOAA management.
B. Organizational Synergies - Enhances service delivery to the public by increasing collaboration across DOC and/or throughout NOAA, other federal and international agencies, and fostering synergetic relationships among organizations with similar and/or supporting missions.
C. Safety and Security - Fosters a safe operating environment with efficient and effective financial administrative, and support services.
D. Diversity - Effectively considers equal opportunity and diversity principles in all aspects of program and human resources decisions that are in compliance with merit systems principles.
E. Property Management - Maintains all accountable personal property within designated areas.
F. Performance Management - effective performance management to align organizational goals with employee performance.
G. Classified National Security Information (IT Security) - Classified information within area of responsibility is managed.
H. Responsible for operating an information system at an acceptable level of risk based on the Risk Management Framework.

Customer/Client Service Responsiveness (15%):
A. Demonstrates a high degree of responsiveness to the full range of clients, including end users of goods and services.

Support of NOAA (40%):
A. NOAA Regional Collaboration - Improves NOAA’s productivity and value to customers by identifying and applying NOAA’s full range of capabilities, within and across regions, and designing the best, geographically-specific solutions for customers.
B. Green/Blue Businesses - Supports efforts to catalyze a national policy strategy to secure economic opportunities and job creation, as appropriate, while conserving ocean and coastal resources and advancing climate prediction efforts.
C. NOAA Strategic Priorities - Enables stewardship and leverages science to support the achievement of NOAA’s strategic priorities. Actively supports, develops, and implements decisions required to plan, program, accurately resource and execute NOAA programs. Matrix Program Managers and Goal Team Leads are supported as needed to support Strategic Priorities.

Executive’s Individual Annual Performance Priorities (20%):
A. Outcomes in Area of Responsibility - Achieves results stated in the organizational AOP and/or established goals.
B. Process Improvements - Actions are taken that lead to business results at the local level.
C. Professional Networking - Identifies opportunities for professional development or involvement in professional associations that have a direct impact on organizational outcomes and/or NOAA’s mission.

6B. Division of Duties and Responsibilities, Total Must = 100%

<table>
<thead>
<tr>
<th>Technical</th>
<th>Operational</th>
<th>Leading and Managing</th>
<th>Executive Leadership</th>
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<tbody>
<tr>
<td>25</td>
<td>75</td>
<td>= 100%</td>
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</tbody>
</table>
SECTION 6 - DUTIES AND RESPONSIBILITIES (continued)

6C. Resources Managed

1. Human

Does the Officer supervise personnel? ☑ Yes ☐ No Number of personnel supervised ~6

Grades of supervised personnel: Approx. six direct reports, in grades ZP and O-6

Will the Officer lead people, but has no supervisory responsibilities? ☑ Yes ☐ No Number of personnel led up to 275

Grades of personnel led: Interns; Contractors; Grades ZP, ZT, ZA, & ZS in bands I-V; Commissioned Officers from O-2 to O-6

2. Fiscal

Will the Officer have budget responsibility? Yes - All Dollar Amount (K) ~$97,000

3. Assets - Will the Officer be directly responsible for managing Government assets such as ships, aircraft, boats, etc? If so, list the asset(s) below in terms of physical description and when known, replacement value (indicate if estimated).

OCS owns, leases, or operates several boats and vehicles; OCS total accountable property assets are valued at ~$1.1M. OCS is the primary user of four OMAO vessels and aircraft with operational budgets of approximately $40M.

SECTION 7 - LEADERSHIP PREREQUISITES

<table>
<thead>
<tr>
<th>GRADE</th>
<th>LEADERSHIP MATURITY LEVEL</th>
<th>LEADERSHIP COMPETENCIES NEEDED FOR THIS BILLET</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENS (O1)</td>
<td>Leading Self</td>
<td>☑ Core Values &amp; Conduct ☑ Health &amp; Well Being ☑ Responsibility</td>
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<td></td>
<td></td>
<td>☑ Followership ☑ Adaptability</td>
</tr>
<tr>
<td>LTJG (O2)</td>
<td>Leading Others</td>
<td>☑ Interpersonal Skills ☑ Continuous Learning ☑ Technical Proficiency</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☑ Listening ☑ Speaking</td>
</tr>
<tr>
<td>LT (O3)</td>
<td>Leading Performance and Change</td>
<td>☑ Writing ☑ Team Building ☑ Leveraging Diversity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☑ Influencing Others ☑ Developing Others ☑ Execution</td>
</tr>
<tr>
<td>LCDR (O4)</td>
<td>Leading Organizations</td>
<td>☑ Decisiveness ☑ Problem Solving ☑ Conflict Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☑ Customer Focus ☑ Entrepreneurship</td>
</tr>
<tr>
<td>CDR (O5)</td>
<td></td>
<td>☑ Creativity &amp; Innovation ☑ Human Capital Management</td>
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<td></td>
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<td>☑ Financial Management ☑ Technology Management</td>
</tr>
<tr>
<td>CAPT (O6) and RADM (O7/O8)</td>
<td>Leading Organizations</td>
<td>☑ External Awareness ☑ Strategic Thinking ☑ Political Savvy</td>
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<tr>
<td></td>
<td></td>
<td>☑ Vision ☑ Partnering</td>
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Leadership Prerequisite Comments (Optional)

Executive-level leadership training is recommended. An Officer considered for this position must have a record of accomplishment in organizational leadership and execution. Relevant experience examples include leadership of a large division or small program (50+ FTE's, multi-million dollar budget).
SECTION 8 - OPERATIONAL PREREQUISITES

A. Marine Prerequisites

☑ Officer of the Deck ☐ Senior Watch Officer ☑ ECDIS ☐ Dynamic Positioning ☐ Boat Deployment ☐ MedPIC
☐ Coxswain/OIC ☐ HAZWOPER ☐ AUV Deployment ☐ U/W UAS Deployment ☐ Buoy/Mooring Qualified
☐ Trawl Qualified ☐ Longline Qualified ☐ Hydro Launch PIC ☐ Foreign Port Calls

B. Aviation Prerequisites

☑ Co-Pilot ☑ Pilot ☑ Aircraft Commander ☑ Mission Commander ☐ Instructor Pilot ☐ Hurricane Qualified
☐ Alaska/Wilderness Qualified ☐ Flight Meteorologist ☐ International Flights ☐ UAS Pilot

C. Dive Prerequisites

☐ Scientific Diver ☐ Working Diver ☐ Advanced Working Diver ☐ Master Diver ☐ Dive Master ☐ Dive Medic
☐ Unit Diving Supervisor

D. Additional Operational Prerequisites (security clearances, special training) and Operational Prerequisite Comments (Optional)

This is a non-operational position. A Top Secret security clearance with access to Sensitive Compartmented Information is required for assumption of duties. Broad operational experience in NOAA hydrography, geodesy, remote sensing, and/or tides and currents throughout the U.S. is desired; positions of operational experience include hydrographic Field Operations Officer, Chief of Field Party, and/or Mission Commander; previous command of a NOAA vessels and/or aircraft is highly desirable; vessel and/or aircraft navigation and piloting experience on both coasts is desired. FIG/IHO Category A certified program in hydrography/ocean mapping, and/or ACSM/THSOA Hydrographer certification, and/or similar accreditation in remote sensing and/or geodesy is desired.

SECTION 9 - PROGRAM, PROJECT, OR ACTIVITY PREREQUISITES

List specific qualifications, knowledge, skills or abilities required prior to reporting to this billet. For example: budget (MARS, CBS); personnel; contracting (COTR, Warrants); Scientific (IHO Category A, scientific papers/publications, GIS); engineering (marine survey, ABYC, ABS, FAA); regulatory (US Code, CFR); information technology (databases, networks, programming).

Qualifications and experience for this billet are commensurate with a career progression in operational and programmatic assignments specializing in hydrography/ocean mapping, oceanography, remote sensing, etc. The incumbent should be familiar, or have served, with the Navigation Services programs, including Office of Coast Survey (OCS), Center for Operational Oceanographic Products (CO-OPS), or the National Geodetic Survey (NGS). The incumbent should have served in a variety of operational assignments, including command-at-sea, commensurate with a career progression of increasing responsibilities as a professional mariner. Previous assignments within the Navigation Services programs as a branch chief and division chief are considered essential. In addition, the incumbent should have a record of accomplishments which demonstrate:

Vision - Through previous NOAA Corps assignments, an articulate and clear vision achieved through purposeful management of change, effective collaboration, and decisiveness.

Leadership - Achievement in executing NOAA missions through previous organizational leadership roles. These leadership achievements should be the result of sound people skills, excellent communication, solid technical understandings, and a demonstrated dedication to NOAA’s missions.

Partnering - Accomplishments through tactical, operational, and strategic partnerships within NOAA, and in the joint and interagency arenas, with state and local government, the private sector, or the international community.

Public Presence - Knowledge and confidence in representing the federal government in situations of national interest.

Knowledge and Information Management - Continuous learning and learning accomplishment; and a career record which demonstrates the intellectual capacity to apply and make effective use of acquired expertise as a leader toward achieving organizational goals.

Organizational Context - An understanding and growing political acumen of how the Navigation Services and NOAA Corps fit into the broader structure of NOAA, the Department, Executive Branch, federal government, nation, and international community.
### SECTION 10 - LEADERSHIP DEVELOPMENT

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**Leadership Development Comments (Optional)**

The incumbent interacts with NOAA senior leadership and program leadership on a regular basis.

### SECTION 11 - OPERATIONAL DEVELOPMENT

**A. Marine Development**

- ☐ Officer of the Deck  ☐ Senior Watch Officer  ☐ ECDIS  ☐ Dynamic Positioning  ☐ Boat Deployment  ☐ MedPIC
- ☐ Coxswain/OIC  ☐ HAZWOPER  ☐ AUV Deployment  ☐ U/W UAS Deployment  ☐ Buoy/Mooring Qualified
- ☐ Trawl Qualified  ☐ Longline Qualified  ☐ Hydro Launch PIC  ☐ Foreign Port Calls

**B. Aviation Development**

- ☐ Co-Pilot  ☐ Pilot  ☐ Aircraft Commander  ☐ Mission Commander  ☐ Instructor Pilot  ☐ Hurricane Qualified
- ☐ Alaska/Wilderness Qualified  ☐ Flight Meteorologist  ☐ International Flights  ☐ UAS Pilot

**C. Dive Development**

- ☐ Scientific Diver  ☐ Working Diver  ☐ Advanced Working Diver  ☐ Master Diver  ☐ Dive Master  ☐ Dive Medic
- ☐ Unit Diving Supervisor

**D. Additional Operational Development (security clearances, special training) or Operational Development Comments (Optional)**

N/A.
SECTION 12 - PROGRAM, PROJECT, OR ACTIVITY DEVELOPMENT

List specific qualifications, knowledge, skills or abilities to be developed in this billet. For example: budget (MARS, CBS); personnel; contracting (COTR, Warrants); Scientific (IHO Category A, scientific papers/publications, GIS); engineering (marine survey, ABYC, ABS, FAA); regulatory (US Code, CFR); information technology (databases, networks, programming).

Specific knowledge, skills or abilities developed in this billet include working familiarity of the NOAA functions and management practices found in the Business Operating Manual, and proficiency with those relating to the Strategic Execution and Evaluation (SEE) process.

The incumbent will become proficient in leading and executing a major NOAA program that includes testifying before Congress.

The incumbent will also gain knowledge in public service sector strategic planning and performance measurement, and related activities which will drive changing strategic goals and objectives to make NOAA responsive to evolving national priorities.

The incumbent will develop a social network across NOAA leadership critical for maintaining and advancing the visibility of the Navigation Services.

The incumbent serves as the U.S. National Hydrographer. In this capacity, the incumbent interacts with counterparts from other national hydrographic offices, from the National Geospatial-Intelligence Agency, from the Naval Oceanographic Office, and from the U.S. Coast Guard. Serves as Head of the U.S. Delegation in alternate years for the plenary sessions of the International Hydrographic Organization (IHO) regular and extraordinary conferences. Chairs or serves in leadership capacities of various IHO committees, regional commissions, and working groups, including the Hydrographic Services and Standards Committee (HSSC), the Inter-Regional Coordination Committee (IRCC), the U.S./Canada Hydrographic Commission, the Meso American & Caribbean Sea Hydrographic Commission (MACHC), and the Arctic Regional Hydrographic Commission (ARHC).

The incumbent serves as the Designated Federal Official (DFO) for the Hydrographic Services Review Panel per the Federal Advisory Committee Act (FACA).

When the incumbent is in the grade of Flag Officer (O-7), he/she may serve as the NOAA representative to the U.S. Army Corps of Engineers Mississippi River Commission (MRC).

SECTION 13 - CRITICAL SUCCESS CRITERIA

Provide brief measurable performance goals which would represent successful performance in this billet.
A. Developer's Statement

"I certify that I have written this billet description and certify that it is a true and correct representation of the billet."

1. Signature CDR Jon D. Swallow, NOAA
2. Date 2011-12-01

3. Name CAPT (sel) Jon D. Swallow
4. Title/Position NOS Liaison Officer

B. Supervisor's Statement

"I have reviewed this billet description and certify that it is a true and correct representation of this billet."

1. Signature
2. Date 2011-11-21

3. Name Holly A. Barnford
4. Title/Position Deputy Assistant Administrator, NOS

C. Reviewing Officer's Statement

"I have reviewed this billet description and certify that this billet is a priority for my Line, Staff, or Headquarters Office."

1. Signature
2. Date 2/9/2012

3. Name RADM Jonathan Bailey
4. Title/Position Director, OMAO

D. Commissioned Personnel Center Endorsement

"I am the OMAO/CPC Officer Career Management Division representative. I recommend approval of this billet."

1. Signature
2. Date 2/8/2012

3. Name CAPT Anne X. Lynch
4. Title/Position Director, Commissioned Personnel Center

D. Director, NOAA Corps Endorsement

"I am the and I approve this billet."

1. Signature
2. Date 2/9/2012

3. Name RADM Jonathan W. Bailey
4. Title/Position Director, NOAA Corps