



CIVILIAN PERSONNEL OFFICE

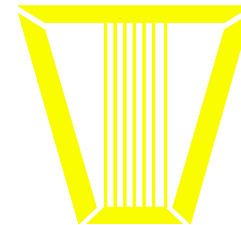


TEAM TINKER



U.S. AIR FORCE

Senior Executive Service



Developed for the Oklahoma Federal Executive Board

Training on July 13, 2004

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Integrity - Service - Excellence

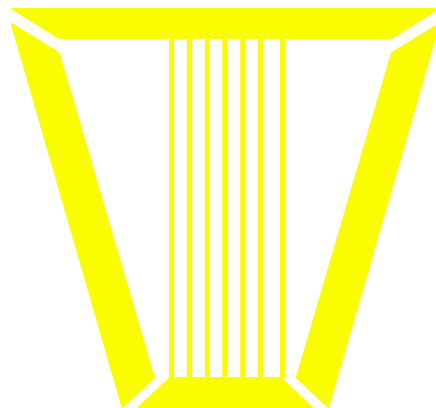


Objectives



- Describe major requirements of ECQ's
- Identify techniques for completing application





REVISED
EXECUTIVE CORE
QUALIFICATIONS



Revised Executive Core Qualifications (ECQs)



- **Leading Change**
- **Leading People**
- **Results Driven**
- **Business Acumen**
- **Building Coalitions/Communication**





What's Different?



- **Not just change in language-more active approach to leadership**
- **Leadership more important than management, than technical competency**
- **Focus on service motivation**
- **“We need people who will drive change-not be driven by it.”**





What's Different?



- **Execs must place more emphasis on:**
 - leadership
 - team building & partnerships
 - customer service
 - risk taking
 - bottom line results





What's Different?



- **Previous Set**
 - Strategic Vision
 - Human Res. Mgt.
 - Program Development & Evaluation
 - Resources Planning & Management
 - Organizational Representation
- **Current Set**
 - Leading Change
 - Leading People
 - Results Driven
 - Business Acumen
 - Building Coalitions/ Communications





What's Different?



- Reinforces SES Corporate Culture:

Execs who can provide strategic leadership and whose commitment to public policy and administration transcends their commitment to a specific agency mission or individual profession.





Leadership Competencies



- **Essential ingredients of the ECQ**
- **Possession of an ECQ means candidate is skilled in all leadership competencies**
- **Example: ECQ - Leading Change**
Possession of ECQ means candidate is creative & innovative, has vision,....
- **Most competencies redefined-five new ones**





New Leadership Competencies



- **Entrepreneurship**
- **Partnering**
- **Political Savvy**
- **Resilience**
- **Service Motivation**





Key Characteristics



- **Describe behaviors that reflect possession of the ECQ**
- **Not necessary to have experience in every key characteristic**
- **Overall record should show candidate has KSA's needed to succeed in SES**





ECQ 1 - Leading Change



- **Ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors**
- **Ability to balance change and continuity--to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity, and persistence, even under adversity**





ECQ 1 - Leading Change



- **Emphasis on leadership**
- **Focus on service motivation**
- **Creating a vision by identifying/integrating key issues**
- **Open to change & new information**
- **High level of initiative**





ECQ 2 - Leading People



- **Ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals**





ECQ 2 - Leading People



- **More than managing FTEs**
- **Focus on getting results through people**
- **Inspiring, motivating, guiding, empowering employees**
- **Valuing diversity; fostering environment to work together**





ECQ 3 - Results Driven



- **Accountability and continuous improvement**
- **Ability to make timely and effective decisions**
- **Produce results through strategic planning and the implementation and evaluation of programs and policies**





ECQ 3 - Results Driven



- **Focus on bottom line results rather than process**
- **Emphasis on entrepreneurship**
- **Keep current - have technical credibility**



ECQ 4 - Business Acumen



- **Ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission**
- **Ability to use new technology to enhance decision making**





ECQ 4 - Business Acumen



- ***Not* operating exactly like private sector -- consider public policy issues**
- **Getting most results for taxpayers' money**
- **Managing human resources processes**





ECQ 5 - Building Coalitions/Communication



- **Ability to explain, advocate, and express facts and ideas in a convincing manner**
- **Ability to negotiate with individuals and groups internally and externally**
- **Ability to develop an expansive professional network with other organizations**
- **Ability to identify the internal and external politics that impact the work of the organization**





ECQ 5 - Building Coalitions/Communication



- **Getting results through partnerships**
- **Political savvy -- big and little “P”**
 - Constitutional role of Executive Branch & politics of political parties
 - Organizational culture



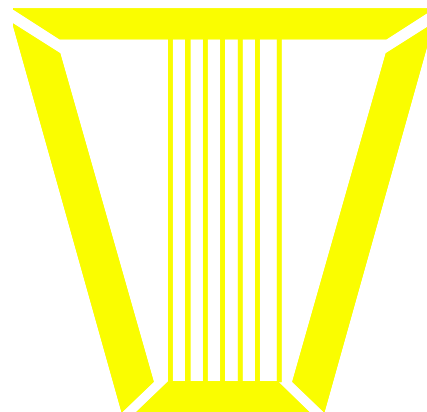


REVISED ECQ's



- **Successful performance in the SES requires competence in all ECQ's**
- **They are interdependent**
- **Important in:**
 - selection
 - executive & candidate development
 - performance management





APPLYING FOR THE SENIOR EXECUTIVE SERVICE



SES Job Information



- Individual agencies
- Commercial publications: Federal Times, Federal Jobs Digest, Federal Career Opportunities
- Federal Job Opportunity Board (FJOB)
 - (912) 757-3100 (electronic bulletin board)
- Career America Connection (telephone system)
 - (912) 757-3000 (912) 744-2299 (TDD)
- Federal Job Information Touch Screen Kiosks
 - OPM and some Federal Buildings
- Internet
 - World Wide Web: <http://www.usajobs.opm.gov>
 - Telnet to fjob.opm.gov
 - FTP to ftp.fjob.opm.gov





Who Reviews Your Application?



- **1 agency HR professional (at least)**
- **6 ERB members**
- **3 Recommend., Select., Approv. Officials**
- **1 OPM HR professional**
- **3 QRB members**

14 Total





Application Tips



- **Focus on leadership--not just mgt. & technical qualifications**
- **Address all 5 ECQ's--don't combine**
- **Experience not required for every key characteristic**





Application Tips



- **Avoid “Laundry list” of activities without context or accomplishments**
- **Don’t parrot the key characteristics**
- **One and one-half pages per ECQ (front side only)**
- **Measurable results**





Application Tips



- **No vague statements**
 - Bad: I manage various communication processes to field offices.
 - Good: I produce 2 weekly radio shows, 1 monthly TV program, and a bimonthly newsletter to 10,000 employees in 12 regions
- **Avoid or describe acronyms**
- **Consider visual appeal of the application**





Application Tips



- **Use personal “I”**
- **Active vs. passive voice**
 - Bad: The formal establishment of a revised organizational structure consisting of new self-directed teams essentially reduced the previous requirement for six supervisory positions. (22 words-passive, stilted)
 - Good: I established a new team structure which abolished six supervisory jobs. (11 words-active, concise)

