TEAM TINKER

Senior Executive Service

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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
  - 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)