



**League of United Latin American Citizens
Federal Training Institute Partnership
Executive Core Qualifications
Building Coalitions**

September 21, 2017

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Course Overview

Building Coalitions

- Course Overview
- 5 ECQs
- Building Coalitions
- Competencies
 - Partnering
 - Political Savvy
 - Influencing/Negotiating
- Exercise



Executive Core Qualifications (ECQs)

OPM has identified five executive core qualifications :

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions

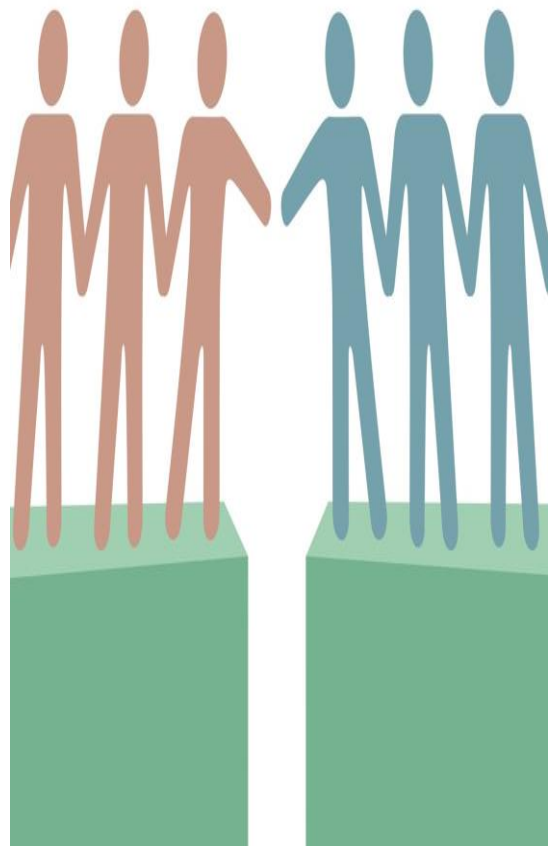


ECQs define the competencies needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization

Executive Core Qualifications (ECQs)



Building Coalitions



Building Coalitions involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals

Building Internal Coalitions

- VHA
- VBA
- NCA
- Staff Offices
- Office of Health Equity
- Office of Diversity and Inclusions
- Center for Women Veterans
- National Center for Veterans Analysis and Statistics
- Center for Health Equity Research Promotions
- National Outreach Office

Building External Coalitions

- Veteran Service Organizations
- State Departments of Veterans Affairs
- Department of Labor
- Housing and Urban Development
- Congressional Black Caucus
- LULAC
- NAACP
- Military Officers of America Association
- Community Veteran Engagement Boards

Building Coalitions Partnering

Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals



Building Coalitions Partnering

Proficiency Level	Proficiency Level Definition	Proficiency Level Illustrations
Level 5 - Expert	<ul style="list-style-type: none"> * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others 	<ul style="list-style-type: none"> * Develops, publicizes, and garners support for programs and policies by meeting with key officials, executives, unions, employees, and other interested parties * Partners with key officials from various offices and agencies to develop strategic goals
Level 4 - Advanced	<ul style="list-style-type: none"> * Applies the competency in considerably difficult situations * Generally requires little or no guidance 	<ul style="list-style-type: none"> * Collaborates with headquarters, regional offices, and key stakeholders to implement new initiatives * Partners with various parties by sharing information and resources across multiple levels to establish new programs
Level 3 - Intermediate	<ul style="list-style-type: none"> * Applies the competency in difficult situations * Requires occasional guidance 	<ul style="list-style-type: none"> * Builds consensus with partners by considering input and promoting trust between various parties * Gains support from key leaders and staff within the organization to ensure support for work objectives and team initiatives * Coordinates with partners regarding new strategies to ensure consistent communication with agencies * Ensures future partnerships by developing strong relationships and resolving issues with partners
Level 2 - Basic	<ul style="list-style-type: none"> * Applies the competency in somewhat difficult situations * Requires frequent guidance 	<ul style="list-style-type: none"> * Considers stakeholder input when developing strategies to ensure mutually agreeable initiatives * Coordinates with various agencies to plan and conduct annual events * Coordinates across and within organizations to determine required resources to support goals * Works with a team of managers or employees across agencies to address mutual issues and concerns
Level 1 - Awareness	<ul style="list-style-type: none"> * Applies the competency in the simplest situations * Requires close and extensive guidance 	<ul style="list-style-type: none"> * Meets regularly with peers and supervisors to identify recurring issues * Develops and maintains network of stakeholders for collection and sharing of information * Meets with staff to discuss plans to implement strategic goals

Building Coalitions Political Savvy

Political Savvy Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.



Building Coalitions

Political Savvy

Proficiency Level	Proficiency Level Definition	Proficiency Level Illustrations
Level 5 - Expert	<ul style="list-style-type: none"> * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others 	<ul style="list-style-type: none"> * Understands political issues and effectively works with Congress to receive legislative approval * Leads reorganization of an agency by meeting with stakeholders to understand perspectives and reach consensus on organization-wide plan * Responds to allegations during Congressional hearing
Level 4 - Advanced	<ul style="list-style-type: none"> * Applies the competency in considerably difficult situations * Generally requires little or no guidance 	<ul style="list-style-type: none"> * Ensures staff understands documentation and required metrics to analyze political issues * Meets with community leaders to discuss political issues and address concerns (approved messaging; public affairs input EX: patient care issue at a VA medical Center) * Establishes a clear vision for the organization by meeting with managers agency-wide to ensure initiatives are understood (committees) * Addresses controversial political issues by conducting research and considering best practices
Level 3 - Intermediate	<ul style="list-style-type: none"> * Applies the competency in difficult situations * Requires occasional guidance 	<ul style="list-style-type: none"> * Evaluates political implications by considering different courses of action on a key issue (Ex: advisory committee membership) * Meets with key decision makers to ensure approval of new office space to support an agency manpower increase
Level 2 - Basic	<ul style="list-style-type: none"> * Applies the competency in somewhat difficult situations * Requires frequent guidance 	<ul style="list-style-type: none"> * Addresses political issues that may impact internal and external stakeholders (policy, regulatory, Congressional concerns) * Develops relationships with new political leaders in the agency (Senior Leaders who are appointed under new administration)
Level 1 - Awareness	<ul style="list-style-type: none"> * Applies the competency in the simplest situations * Requires close and extensive guidance 	<ul style="list-style-type: none"> * Considers impact of union when addressing employee performance expectations * Considers staff concerns regarding organizational changes (major transformations; Organizational changes that occur with a new administration)

Building Coalitions Influencing/Negotiating

Influencing/Negotiating Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.



Building Coalitions Influencing/Negotiating

Proficiency Level	Proficiency Level Definition	Proficiency Level Illustrations
Level 5 - Expert	<ul style="list-style-type: none"> * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others 	<ul style="list-style-type: none"> * Convinces colleagues and management to accept recommendations involving substantive agency resources and changes in established practice * Influences external executive decision makers to achieve substantive goals
Level 4 - Advanced	<ul style="list-style-type: none"> * Applies the competency in considerably difficult situations * Generally requires little or no guidance 	<ul style="list-style-type: none"> * Negotiates with leaders for changes to reorganization design based on feedback from subordinates * Develops plan and convinces high-level agency officials to adopt approach by meeting with officials to explain points * Guides a team of experts to provide advice on, and build credibility for, a multi-level negotiation process
Level 3 - Intermediate	<ul style="list-style-type: none"> * Applies the competency in difficult situations * Requires occasional guidance 	<ul style="list-style-type: none"> * Develops trust among various parties involved in a negotiation process * Persuades manager to change leadership position or approach to better fit a situational need * Represents the organization in reaching agreements with other organizations and contractors * Obtains union buy-in for a change in working conditions by using open and honest communication and by carefully listening to the union leadership's ideas
Level 2 - Basic	<ul style="list-style-type: none"> * Applies the competency in somewhat difficult situations * Requires frequent guidance 	<ul style="list-style-type: none"> * Meets with team leaders to gain buy-in for new direction of division * Uses factual information to support own point of view when meeting with team members
Level 1 - Awareness	<ul style="list-style-type: none"> * Applies the competency in the simplest situations * Requires close and extensive guidance 	<ul style="list-style-type: none"> * Explains to staff the importance of their involvement on high stakes projects * Recommends employee seek professional assistance for personal issues affecting work performance * Justifies request for internal resources to accomplish goals

Building Coalitions Exercise



Group Discussion

- What do you perceive to be a major challenge for you in Building Coalitions?
- Develop Action Plan for success with this challenge

Questions???



Thank You