

Executive Core Qualifications (ECQs)

Manager Vs. Leader

Manager	Leader
Detail Oriented	Big Picture
Follow Vision	Forge a Vision
Task more important than People	People more important than task
Tunnel Vision	Panoramic Vision
Ensure Project stays on path	Ensures people stay on path
React to Situations	Create Opportunities
Coordinate effort	Inspire achievement, energize people
Provide instructions	Coach followers, create and empower self-leaders

Agenda

- Manager vs Leader
- CCAR Model
- ECQs and Sub-competencies
- General Concepts, Do and Don'ts
- ECQ Resume
- QRB, how it works
- Q&A

CCAR Model



Executive Core Qualifications & Competencies



Leading Change

**Creativity
and
Innovation**

New insights, encourages new ideas and innovations

**External
Awareness**

Up to date on local, national and international policies and trends

Flexibility

Open to change and adapts to changing conditions or unexpected obstacles

Resilience

Deals effectively with pressure

**Strategic
Thinking**

Formulates objectives and priorities and implements plans

Vision

Acts as catalyst for organizational change and translates vision into action

Leading People

Team Building

- Inspires and fosters team commitment. Facilitates cooperation and motivates to accomplish goals

Conflict Management

- Anticipates and takes steps to prevent counter-productive confrontations

Developing Others

- Develops the ability of others to perform and contribute to the organization

Leveraging Diversity

- Fosters an inclusive workplace where diversity and differences are valued

Results Driven

Accountability

- Holds self and others accountable for measurable high-quality, timely and cost-effective results

Customer Service

- Anticipates and meets the needs of both internal and external customers

Decisiveness

- Makes well-informed, effective, timely decisions with limited data

Entrepreneurship

- Positions the organization for success by identifying new opportunities

Problem Solving

- Identifies and analyzes problems

Technical Credibility

- Appropriately applies principles, procedures, regulations related to specialized expertise

Business Acumen

Financial Management

- Prepares, justifies, and administers program budget. Oversees procurement and contracting

Human Capital Management

- Recruits, builds, and manages multi-sector workforce and manages a variety of work situations

Technology Management

- Makes effective use of technology to achieve results

Building Coalitions

Partnering

- Develops networks and builds alliances

Political Savvy

- Perceives organizational and political realities and acts accordingly

Influencing/Negotiating

- Persuades others and builds consensus through give and take. Gains cooperation from others to accomplish goals

General Concepts

- **Results Oriented Approach**
- **Write-up is focused on demonstrated executive leadership; not managerial or technical**
- **Focus on candidates accomplishments, not the organization's.**
- **No more than 2 examples per ECQ**
- **Examples are less than 10 years old**
- **Follow CCAR model; include the why, how, and what**
- **Address all sub-competencies**
- **Examples organized well (clear and easy to follow)**

Reviewing and Writing Tips

Do:

- Include experience in public, private sectors, or volunteer experience if it demonstrated executive leadership
- Describe experience and accomplishments in a clear and organized manner.
- Ensure to use “I” instead of the third person
- Strictly adhere to 1 inch margins, 12pt font and 10 page narrative limit. (Number pages)
- Limit introductory summaries to 1 paragraph (it counts towards 10 page narrative limit)
- Include Quantifiable achievements (numbers, percentages, and timelines) and measurable results where possible
- Use action oriented verbs (active vs passive voice) and transitions
- Spell out acronyms and use layman terms
- Check for Grammatical errors and typos

Reviewing and Writing Tips

Don't:

- Refer to other parts of your ECQ narrative
- Include the same example for more than one ECQ
- Include vague statements that leave open-ended questions
- Include statements that describe personal beliefs, philosophies, or commitment to a social or political cause or affiliations
- Include ECQ definitions
- Include disparaging remarks about former managers, colleagues, or organizations

Executive Level Resume



Read the announcement carefully and include any mandatory information



Reflect on the ECQs and think about how your past experience and accomplishments relate to each ECQ



Quantify your accomplishments when possible



Limit your resume to 5 pages



You don't have to annotate your resume with the ECQ you are addressing



Executive Level Interview: How to prepare

- Never assume the panel knows who you are, or able to connect you with any specific information in your package
- Study your ECQ narratives, and be prepared to talk about them
- Write down the question (all parts) if needed and answer each part completely and concisely
- When answering, try to articulate your perspective using the context, challenge, actions and results
- Use your time wisely, SES interviews may be timed
- Always have a question to ask for the panel, be prepared and research the agency and position

QRB



•ROLES:

- Assess the overall scope, quality, and depth of a candidate's executive qualifications within the context of the ECQs.
- Determine whether the candidate has demonstrated executive level expertise and possesses the executive qualifications needed for entry and success in the SES.
- Certify the executive qualifications of all new career SES appointees and Candidate Development Program graduates.

•MEMBERSHIP:

- Composed of three SES members, each from a different agency, at least two must be career appointees.
- Independently review cases and makes final determination about a selectee's ECQs through consensus or majority vote.
- Serve three-month appointments.

Q & A
