

Preparing an ECQ-Based Resume

Executive Resources Division
Office of Human Resources

Objectives

- ▶ Overview of Executive Core Qualifications and competencies
 - ▶ Overview of OPM merit staffing methods
 - ▶ How to prepare an ECQ-based resume
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Executive Core Qualifications

- ▶ Foundation of the Senior Executive Service (SES)
 - ▶ Key indicators of success in the SES
 - ▶ Focus is on innovation, vision, programmatic shifts that result in organizational change and performance, rather than just managing a process
 - ▶ 5 core qualifications, 28 underlying competencies, 6 fundamental competencies
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Executive Core Qualifications

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions
Definitions				
Involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Requires the ability to establish an organizational vision and to implement it in a continuously changing environment.	Involves the ability to lead people toward meeting the organization's vision, mission, and goals. Requires the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.	Involves the ability to meet organizational goals and customer expectations. Requires the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	Requires the ability to manage human, financial, and information resources strategically.	Requires 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.
Competencies				
Creativity and Innovation External Awareness Flexibility Resilience Strategic Thinking Vision	Conflict Management Leveraging Diversity Developing Others Team Building	Accountability Customer Service Decisiveness Entrepreneurship Problem Solving Technical Credibility	Financial Management Human Capital Management Technology Management	Partnering Political Savvy Influencing/Negotiating
Fundamental Competencies				
Interpersonal Skills, Oral Communication, Integrity/Honesty, Written Communication, Continual Learning				

OPM Application Methods

<i>Method</i>	<i>Background</i>	<i>Application Materials Required</i>
ECQ-Based or Resume-Based	Developed in 2008 and designed to be more streamlined and less burdensome than the traditional method.	Five page SES resume with ECQ and technical qualifications (if applicable) integrated within the context of the resume
Traditional	Traditional SES application format. Requires detailed, lengthy description of possession of ECQs.	Includes resume, Executive Core Qualifications(ECQs) - 2 pages for each ECQ, technical qualifications
Accomplishment Record	Also developed in 2008. Requires applicants to submit a resume and a shorter set of narratives addressing specific competencies.	Resume, selected competencies

ECQ-Based Resume

- ▶ Requires evidence of the ECQs in the text of the resume
 - ▶ Underlying leadership competencies must be evident throughout the resume
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ECQ-Based Resume

- ▶ What to include in your resume:
 - Brief profile/experience summary (optional)
 - Description of positions held in the last 10 years
 - Education
 - Advanced training
 - Public speaking engagements
 - Professional publications
 - Professional memberships
 - Significant awards/recognition

ECQ-Based Resume

- ▶ For each position held in the last 10 years, include:
 - Brief description of the position
 - Bullets outlining a few major accomplishments for each position
 - Focus on examples that showcase your executive leadership potential
 - Complexity of the situation/position
 - Scope and breadth of results/outcomes
 - Impact on future issues/events
 - Keep the five ECQs in mind you write your resume, but it is not necessary or even advisable to annotate the resume names of each ECQ

ECQ-Based Resume

- ▶ Resume should demonstrate:
 - **Complexity** – taking things, people, data, concepts or completeness into account (i.e., size of staff, size of budget, size of organization)
 - **Scope/Breadth of Impact** (outcome/results) – number and position of people affected; the size of the problem addressed; track record of successful performance

ECQ-Based Resume

ECQ	Questions to Ask Yourself
Leading Change	What was my organizational vision? How did I transcend my vision into action? What initiative did I take? Did I strategically initiate and implement transformational change? Did my vision achieve measurable results that impacted the organization?
Leading People	What is the staff size I have led? Was I leading versus managing? How did I lead my team through a challenge? How did I motivate them to achieve set goals? How did I contribute to the professional development of my employees (individually or as a team) How did I deal with conflicts that arose within my team? How did I leverage diversity amongst my team? (age, cultural, ethnicity, skill levels)
Results Driven	How did the priorities and objectives I set lead to high quality/quantity results? How did I address the needs of customers and stakeholders (internal and external)? How did my decisions and actions impact results? Did I identify problems and implement solutions that resulted in improving services?
Business Acumen	What is my experience in creating and administering budgets and resources? How did I procure and utilize resources? What was the size of budget and resources I managed? How much money did my initiatives/ideas save? What is my experience with a multi-sector workforce? Percentage of backlog eliminated/reduced? Length of processing time reduced? How did I utilize technology to create or improve programs?
Building Coalitions	What groups/networks (internal and external) did I partner with to achieve a goal? How did I bring groups together? What challenges did I face doing that? What did I do to build coalitions?

Tips

- ▶ Use concise, action–results accomplishments
 - ▶ Quantify your accomplishments wherever possible
 - ▶ Cover as many competencies as possible
 - ▶ Highlight measurable results when possible
 - ▶ Write in an active voice
 - ▶ Focus on your contributions (“I” not “We”)
 - ▶ Spell out acronyms
 - ▶ Proofread, proofread, proofread!
 - ▶ Avoid jargon, vague statements,
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Tools

- ▶ DOI SES Toolbox
 - <http://www.doi.gov/pmb/hr/SES-Toolbox.cfm>
- ▶ Guide to Senior Executive Core Qualifications, Sept 2012 version
 - http://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals_2012.pdf
- ▶ Reference Book – *The New SES Application* by Kathryn Troutman and Diane Hudson Burns

Need Assistance?

- ▶ Vacancy Announcement, Submitting Your Application?
 - Peyton Hardaway, BSEE Human Resources Office, 202-208-6607 peyton.hardaway@bsee.gov
- ▶ SESCO DP Program Inquiries?
 - Lynn McPheeters, SESCO DP Program Manager 202-208-5616 linda_mcpheeters@ios.doi.gov

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