

Executive Order on Strengthening the Senior Executive Service: Qualifications Review Board Submission Methods

On December 15, 2015, the White House issued an Executive Order (EO) on *Strengthening the Senior Executive Service*, containing a number of requirements to help enhance the recruitment, hiring, and development of the Federal Government's senior executives. The EO may be read in full at the following link: <https://www.whitehouse.gov/the-press-office/2015/12/15/executive-order-strengthening-senior-executive-service>. As required by section 3(a)(iii) of the EO, the U.S. Office of Personnel Management (OPM) is providing guidance to agencies about materials acceptable for Qualification Review Board (QRB) consideration, including those that will provide an alternative to the traditional Executive Core Qualifications (ECQ) narrative statement commonly used by agencies for QRB submissions. As required by the EO, this guidance also advises agencies on ways to streamline their initial application requirements for SES positions. The guidance is intended to provide agencies with a framework and multiple options to address a variety of agency needs and preferences, while empowering agencies with appropriate flexibility to identify and implement hiring and QRB submission methods most effective for each agency's successful Senior Executive Service (SES) hiring and accomplishment of mission.

The guidance specifically provides information on three currently available QRB submission methods: (1) Traditional ECQ Narrative; (2) QRB Template; and (3) Accomplishment Record. The Traditional ECQ Narrative submission method involves the conventional submission of an ECQ statement (limited to no more than 10 pages) to the QRB; this approach constitutes the greatest reliance on written materials and most likely the most effort required of a candidate for appointment to the Senior Executive Service (SES). The QRB Template method involves the submission of a template populated by the hiring agency, constitutes the lowest reliance on written materials, and likely requires the least effort of the candidate. The Accomplishment Record provides a middle-ground approach, requiring the submission of a streamlined ECQ narrative (limited to no more than 5 pages) and a supplemental shortened QRB template; this approach balances the preparation of written materials between the candidate and the hiring agency.

This guidance also includes three appendices: Appendix A covers Frequently Asked Questions related to the QRB. The discussion in this appendix acknowledges questions/concerns raised by agencies and stakeholders, and examines the issues that have been most frequently-raised. Appendix B provides a summary of the specific requirements applicable to various application methods and QRB submission methods, along with an assessment of the level of effort required

by applicants for each approach. Appendix C provides the QRB Template used with the Resume-Based and the Accomplishment Record submission methods.

The guidance proceeds to provide information and resources for agencies on streamlining their initial application requirements in SES hiring. Agencies are encouraged to limit, to the extent possible, requirements for applicants to submit extensive written materials, including for the demonstration of proficiency and results relating to both Technical Qualifications (TQ) and ECQs. The guidance specifically discusses traditional and alternative approaches for the consideration of TQs. The guidance also provides information on a resume-based approach that reduces requirements for applicants to submit written materials. What may be particularly helpful for users of this guidance are two tables included at the end of this guidance that may serve as useful references, summarizing the available QRB submission methods and a range of options for SES hiring methods.

Following the issuance of this guidance, OPM will continue to partner with agencies to further improve the SES hiring and QRB process, including identifying additional alternative hiring and QRB submission methods. Currently, OPM is designing innovative new solutions applicable to both the agency hiring process and OPM's administration of the QRB, including enhanced leadership assessment methods, as well as alternative methods of documenting executive qualifications during the agency hiring process (e.g., video-based documentation) that could be used to satisfy the needs of QRB assessors, and which could eliminate or significantly reduce requirements for written application and hiring materials. As always, OPM will continue to provide training and guidance to the QRB assessors to ensure they have the necessary information to review and assess alternative materials submitted. As OPM moves forward with these innovations, we will carefully benchmark multi-sector organizations for best practices and lessons learned, and undertake coordination with a full and inclusive community of stakeholders, including Federal agencies and non-Federal organizations.

To enhance the prospects for success of these new solutions, OPM is urgently seeking agency partners to test and inform the design and implementation of these innovations; agencies that are willing to pilot these new solutions are asked to volunteer via e-mail at SERS@opm.gov. Once these new SES hiring and QRB submission methods have been validated and released for Governmentwide use, OPM will update the QRB guidance to include information and instructions on the use of the new methods.

BACKGROUND

The SES is primarily comprised of the top career Federal executives responsible for ensuring the continuity and success of our Government. As the keystone of the Civil Service Reform Act of 1978, the SES was established to “...ensure that the executive management of the Government of the United States is responsive to the needs, policies, and goals of the Nation and otherwise is of the highest quality.” See 5 U.S.C. § 3131.

Strategic leadership, professional integrity, a broad perspective, and a commitment to the highest ideals of public service are hallmark traits of SES members. These qualities also serve as the foundation for the ECQs that are the primary selection criteria for entry into the SES. These qualifications represent the critical skills senior executives need to lead the Federal Government today and in the future. While technical, job-specific qualifications generally may also be important, SES members absolutely must possess executive leadership competencies adhering to very rigorous Governmentwide standards.

By law – 5 U.S.C. § 3393(c) and 5 CFR § 317.502 – OPM is required to administer QRBs to certify candidates’ executive qualifications. The QRB review and certification is the last critical step in the SES selection process, and all SES candidates must have their executive qualifications certified by a QRB before being appointed as career members of the SES. This independent and objective review is intended to ensure that the Federal Government adheres to merit staffing procedures and hires executives with the qualifications “...responsive to the needs, policies, and goals of the Nation and otherwise is of the highest quality” as required by 5 U.S.C. § 3131.

In accordance with 5 U.S.C. § 3393, the QRB assesses the overall scope, quality, and depth of each candidate’s executive qualifications through the use of ECQs that were developed through an empirical process and validated by OPM’s personnel psychologists, and the QRB’s certification is based upon a determination that candidates have demonstrated a broad range of executive leadership competencies adhering to Governmentwide standards. The QRB helps the Federal Government achieve the statutory requirements of 5 U.S.C. § 3131 for SES personnel management, including to: maintain a merit personnel system free of prohibited personnel practices; ensure accountability for honest, economical, and efficient Government; provide for an executive system that is guided by the public interest and free from improper political interference; and appoint career executives to fill SES positions to the extent practicable, consistent with the effective and efficient implementation of agency policies and responsibilities. The QRB’s certification authorizes the head of the hiring agency to initially appoint the candidate to the SES.

OPM works diligently to make the administration of the QRB transparent and consistent with established regulations, procedures, and practices. The QRBs are independent, peer review boards consisting of volunteer SES members from across the Government. To promote efficiency, in addition to consistency, OPM establishes a roster of trained QRB members who

serve on a quarterly basis on three-member QRB panels. OPM encourages agency leadership to identify top executives to serve on QRB panels to promote the importance of the process and ensure high quality in the outcomes. Each quarter, OPM conducts an in-person orientation session to prepare each current cohort, and subsequently convenes a second face-to-face meeting to provide additional training before enabling board members to begin serving on their QRB panels. Each orientation includes: a review of responsibilities and board operations; a transfer of knowledge and best practices by outgoing board members; a briefing on the agency hiring processes and QRB submission methods; and a practical review of previous submissions to facilitate new QRB members' understanding of the QRB process. OPM also works to include in each cohort a diverse group of volunteers who meet the criteria set forth in OPM's QRB Charter, and are committed to performing their duties in support of OPM's overarching role. OPM's trained staff members serve as administrators and facilitators of each board to answer questions and ensure consistent adherence to standards across all QRBs. Additionally, 25 to 30 percent of the QRB members serve across multiple cohorts; therefore, many of the boards include at least one veteran member.

QRB SUBMISSION METHODS

OPM requires a hiring agency to submit to the QRB the following basic materials: the specific vacancy announcement for the SES position for which the agency is hiring; the resume of the candidate selected by the agency for initial appointment to the SES; and evidence the agency has applied merit staffing procedures through certification by the agency's appointing official which documents the selection and decision to submit the candidate for QRB certification.

Additionally, OPM requires the hiring agency to submit evidence that demonstrates the candidate's proficiency in the ECQs. OPM accepts agencies' evidence/demonstration of ECQs that use one of three submission methods: (1) traditional written ECQ narrative; (2) QRB Template; and (3) Accomplishment Record.

1. Traditional ECQ Narrative

This traditional method involves the submission of a written narrative statement (limited to no more than 10 pages) in which the candidate provides information about the results achieved that reflect the candidate's proficiency in each of the ECQs through a demonstration of a majority of the competencies. This submission method may provide comprehensive and detailed evidence supporting information for QRB review, but may also be the most burdensome and time-consuming for the candidate. Agencies have the flexibility to use a resume-based application intake method, and require only the final selectee to complete the ECQ narrative for QRB submission.

2. QRB Template

In lieu of an ECQ narrative, an agency may elect to submit a QRB Template. This is a submission method that allows the agency to populate a standard OPM Template with information on a candidate's demonstrated ECQs, obtained by the agency from interviews and any other materials required by the agency during the agency's merit staffing process. This submission method allows agencies to submit substantive information highlighting the candidate's demonstration of the ECQ competencies. This submission method may be the least burdensome for the candidate because it eliminates the requirement for the candidate to prepare an ECQ narrative and requires the agency to obtain and describe the candidate's information; however, it is very appropriate for the agency to consult with and involve the candidate in the completion of the template. This method may require more effort of agency staff to demonstrate a candidate's proficiency across the ECQs. The QRB Template is provided in Appendix C.

3. Accomplishment Record

This QRB submission method involves a hybrid version of the ECQ narrative and the QRB Template where the applicant provides a streamlined written accomplishment record (not to exceed five pages) addressing certain ECQs or competencies (the hiring agency has the flexibility to leave the specific approach to the candidate's discretion or the agency may set specific requirements depending on a number of factors including the accomplishments of the candidate), and the agency supplements the Narrative with a shortened QRB Template. This gives the agency the flexibility to focus on critical areas where they need specific information from the candidate and they work with the candidate to obtain that information – without requiring either the agency to complete an entire QRB template or the candidate to complete a lengthy ECQ narrative. Consequently, this method typically occupies a middle ground with regard to the comprehensiveness of information provided to the QRB – between the ECQ Narrative method and the QRB Template method – and also balances the preparation of materials between the agency and the candidate.

This submission method is best suited to executive positions below the highest level. Unlike more highly-experienced executives, candidates for these positions will generally benefit from the opportunity to address in greater detail specific executive competencies in their applications since their experience may not necessarily indicate clearly their ability to perform executive duties.

OPM encourages agencies to consider piloting and implementing methods of interest, and OPM will offer support through technical assistance and training.

STREAMLINED AGENCY INITIAL SES APPLICATION REQUIREMENTS

As required by the EO, agencies are expected to identify opportunities to streamline their initial application requirements for SES positions. While there is no one-size-fits-all approach, agencies should seek to eliminate or minimize application requirements that may deter qualified candidates from applying, when it is possible to do so and still have a merit staffing process that can be validated. These requirements should be used in conjunction with appropriate QRB submission methods that are most effective for each agency's successful SES hiring and accomplishment of mission. Following are some options that agencies may consider.

Resume-Based Application Method

Where it produces valid results, OPM strongly encourages agencies to adopt the resume-based application method to help achieve an applicant pool of top executive talent that is both well-qualified and diverse. This method provides an alternative to the traditional submission by applicants of a resume and a 10-page written ECQ narrative statement, helping applicants and agencies reduce the burden of lengthy written materials at the onset of the application process. Following application, the agency can and should examine applicants through other methods, as appropriate. This method paralleled a similar previous hiring reform effort to eliminate the traditional Knowledge, Skills, and Abilities (KSA) written statements for the hiring of General Schedule positions. To apply this method, the hiring agency specifies in its vacancy announcement a requirement for applicants to submit only a resume, and applicants are required to demonstrate their proficiency in the ECQs [as well as any TQs required by the agency] through their resumes. This method has been shown to achieve successful results in both attracting qualified candidates and diversifying the applicant pool.

Implementation of Resume-Based Application Method

Because the resume-based application method may reduce the quantum of information an applicant is capable of submitting, this method is often best-suited for the senior-most positions requiring highly-experienced executives whose accomplishments may be readily presented. The resume-based method may also be appropriate for low- to mid-level SES positions if the hiring agency may want to mitigate the likelihood of difficulties in achieving an adequate volume of applications, based on past experience in filling identical or similar positions. Additionally, this method may be appropriate for positions for which technical qualifications are particularly important – including legal, engineering or scientific positions that typically require advanced degrees in a highly-specialized field – and where hiring agencies will want to obtain information on applicants' TQs; in such instances, the resumes for such applicants will commonly highlight the applicant's technical prowess, currency / stature in the field and achievements and alleviate the need to seek information through a written TQ statement.

Resources to Assist Agencies with Resume-Based Applications

Resume-Based Hiring Forum: OPM hosted an interagency forum to discuss and share information on the SES resume-based application method. The forum provided an opportunity to gather, memorialize, and share information on agencies' experiences, including: successes; challenges; lessons learned; best practices; and available tools. The agencies who presented during this forum were early implementers of the resume-based application method and are available as resources and mentors for agencies interested in testing or implementing this method. OPM documented this Forum on video, and the video, along with a written summary of presenters and key points, may be accessed at: https://hru.gov/Studio_ESPS/Studio_ESPS.aspx

SES Hiring Workbook: In 2012, OPM partnered with the Partnership for Public Service to develop and issue an SES Hiring Workbook to support the resume-based application method. This Workbook provides agency hiring officials and executive resources staff with a framework, guidance, best practices, and templates to improve the hiring of SES employees through more efficient and effective methods. The workbook is available at: <http://ourpublicservice.org/publications/viewcontentdetails.php?id=78>

Structured Interview Questions: In 2012, to further support the resume-based hiring method, OPM also developed *Structured Interview Questions and Benchmarking* tools. This document provided hiring agencies with a new set of structured interview questions and benchmarks based on the five ECQs to provide an efficient and empirically-supported process and assessment methods to conduct the necessary high-quality interview assessments of candidates, which is particularly useful when paired with the resume-based application approach. OPM subject matter experts and Industrial/Organizational Psychologists developed these validated questions and benchmarks for each of the 22 ECQ competencies and posted the tool for agency use on OPM's Executive and Schedule C System personnel system (ESCS). *These tools have not been made publicly available because they constitute protected test materials; however, they are readily accessible by appropriate agency hiring personnel.*

Use of Technical Qualifications

Agencies should carefully consider the extent to which TQs are required for a given position. OPM strongly encourages agencies to conduct a rigorous analysis of qualification requirements and avoid duplicating qualification requirements that are already represented in the ECQs or which are not essential to the effective evaluation of candidate qualifications. In that analysis, agencies should consider eliminating requirements for applicants to submit written TQ statements, at least at the initial application stage, in cases where information about a candidate's TQs may be easily found in the resume or related application materials. Agency requirements for lengthy TQ narratives may potentially deter qualified candidate from applying. Because OPM's standards for initial appointment to the SES require only demonstrated ECQs (i.e., relevant to demonstrating executive qualification for executive leadership positions), agencies are not

required to seek or assess the technical experience or expertise of SES candidates for the purposes of QRB review/certification.

Nevertheless, OPM clearly acknowledges and supports the interests of agencies with a strong need to ensure candidates possess specific technical competencies to assure the candidates' qualifications to successfully perform the duties of specific positions requiring technical expertise; therefore, a possible additional approach is for agencies to modify the language within vacancy announcements to instruct applicants to clearly demonstrate their technical competencies through their resumes. Another possible approach is for agencies to limit TQ requirements to no more than one or two specific qualifications which are focused and critically relevant to the specific position, rather than applying numerous general TQ requirements that may detrimentally limit the quality and breadth of the applicant pool – both by deterring talented leaders from applying and by excluding talented leaders from further consideration for failure to address technical qualifications that may not be absolutely essential to success in the position.

Appendix A – Answers to Frequently Asked Questions about the QRB

A number of questions have been regularly raised regarding the QRB process, and OPM remains open to feedback as part of OPM’s continual efforts to evaluate and improve the QRB. This section of the guidance acknowledges the questions that have been most-frequently raised about the QRB. The discussion below is intended to address issues regarding the QRB and help inform our collective efforts to develop alternatives and solutions.

1. Why is the QRB necessary?

Congress established the QRB process as a means of overseeing the application of merit staffing procedures and effectuating consistency in standards across agencies for new appointments to the SES. Congress intended that a neutral arbiter confirm that the ECQs had been met before an agency’s selectee could be appointed to a senior executive position.

OPM administers the QRB to meet the specific statutory purpose of the QRB. This function helps further cross-Government appointments of SES members in adherence to a Governmentwide standard of executive quality so the enterprise SES cadre has demonstrated the capability to uphold the statutory purpose of the SES set forth in 5 U.S.C. § 3131.

Additionally, the QRB is particularly important to help provide the Federal Government and the American public with a senior executive cadre that provides continuity across Presidential administrations and that is guided by the public interest and free from improper political interference. OPM’s merit staffing reviews and the QRB process enable the Federal Government to maintain critical controls to prevent the improper “burrowing” of non-career employees, as well as to ensure personnel actions remain free of political influence or other improprieties and meet all relevant civil service laws, rules, and regulations.

OPM fully agrees with the premise that agencies best understand their missions, operational needs, and technical work. Consequently, OPM has intentionally administered the QRB in a manner to give wide deference to and to respect the discretion of agencies to make initial selections of candidates to the SES that will best meet the requirements of the hiring agencies, subject to the requirements of civil service law.

2. Is the QRB process a strong predictor of SES success?

The QRB is not intended to predict executive success; rather, the QRB provides an enterprise-level assurance that merit staffing procedures have been applied so that agency selections and initial appointments of candidates to the SES are based upon merit with the capability of upholding the statutory purpose of the SES. It is important to note the QRB process has been intentionally designed to avoid the use of more invasive or stringent evaluations of agency selected candidates (e.g., interviews or performance-based assessments of candidates selected by

agencies), but still ensure appropriate objective review and assessment in support of its intended purpose.

3. With such a high approval rate (98% or higher), is the QRB really necessary and does it add value?

It is true that the vast majority of QRB submissions are approved. This is partly a result of OPM's intentional avoidance of second-guessing agency hiring decisions. This is also a function of the value provided by the QRB as a control – constituting a check to discourage attempts to circumvent merit staffing procedures or selections of candidates for initial appointment to the SES for reasons other than merit, and to help ensure career SES appointments remain free of political influence or other improprieties and comply with applicable civil service law. Although data proving the avoidance of improper hiring actions does not exist, OPM is aware of a number of instances in recent years where the QRB process helped agencies avoid the selection of SES candidates for improper reasons.

4. How much time does the QRB process add to the SES hiring process?

OPM acknowledges the QRB adds an additional process and time to the SES hiring process. Agencies are authorized to operate their own SES recruitment programs, including establishing and posting vacancy announcements for SES positions, and OPM has established a time-to-hire benchmark of 90 business days for agencies to select and submit the executive qualifications of a candidate for initial SES appointment following the closing of the vacancy announcement. Agencies experience varying degrees of speed in the time required to conduct merit procedures which include: posting vacancy announcements; minimum qualifications review; ERB rating and ranking of candidates; scheduling and conducting interviews; conducting reference checks; and identifying the selectee.

Data regarding processing times and volume for QRB approvals / disapprovals, rewrites (also known as cases requiring revisions), and total QRB cases for the last two fiscal years is noted below. While the processing time for approvals and disapprovals does not add appreciably to an agency's hiring time, OPM acknowledges the additional time in situations of rewrites and is working to identify ways to reduce this time. For cases that are disapproved after initial review, the subsequent submission is treated as a new QRB submission and is included in the below time frames.

Fiscal Year	Approvals / Disapprovals		Rewrites		Total QRB Cases	
	# of QRB Cases	Average Processing Time (business days)	# of Rewrites	Rewrite Average Processing Time (business days)	Total # of QRB cases	Total Average Processing Time (business days)
2014	776	12	122	42	776	16.5
2015	903	15	127	46	903	19.5

5. Can the QRB be eliminated or delegated to agencies?

Numerous requests and suggestions have been made in recent years to either eliminate or delegate the QRB process to agencies. Current statute requires OPM to administer the QRB process and does not provide OPM authority to delegate the QRB process to agencies.

6. What can be done to help eliminate some of the administrative burden on applicants/agencies associated with the QRB process?

The QRB process can indeed create burdens for agencies and applicants, particularly due to the traditional reliance on written materials. The question is whether the burden is reasonable. Lengthy written materials may cause barriers and disincentives for candidates to apply for SES positions, as well as causing significant administrative burdens on hiring agencies to review and assess materials and to prepare QRB submissions. Consequently, over the past few years, OPM has partnered with Federal agencies, while benchmarking with organizations in other sectors, to develop new and alternative tools and methods that may help streamline and reduce burden and barriers in the SES hiring process (including the QRB process). OPM is committed to partnering with agencies to continue examining and improving the SES hiring process and the QRB process to reduce burdens on applicants and agencies.

**Appendix B – Summary of Applicant and QRB Submission Documentation Requirements
by Method**

Method	Applicant Submission Materials				Candidate Level of Effort
	Resume	ECQ Narrative (No more than 10 pages)	TQ Responses	Accomplishment Record (5 page narrative)	
Traditional	Yes	Yes	Yes	No	Significant
Resume-Based	Yes	No	*	No	Minimum
Accomplishment Record	Yes	No	*	Yes	Moderate to Significant

* Agency may require candidates to clearly address TQs within their resume or submit separate responses to no more than two TQ requirements (Per OPM Guidance).

Method	QRB Submission Requirements					Candidate Level of Effort
	USAJOBS Vacancy Announcement	Resume	ECQ Narrative	QRB Template	Accomplishment Record	
Traditional ECQ Narrative (up to 10 pages)	Yes	Yes	Yes	No	No	Significant
QRB Template	Yes	Yes	*	Yes	No	Minimum
Accomplishment Record (5 page narrative)	Yes	Yes	*	Yes	Yes	Moderate to Significant

* Agency may elect to submit ECQ narratives in lieu of the QRB template (Resume-Based Method) or the QRB template and Accomplishment Record (for the Accomplishment Record Method).

Appendix C – QRB Template for use with the Resume-Based and Accomplishment Record Submission Methods

Instructions for Completion of Qualifications Review Board (QRB) Template:

This template is used in preparation for QRB certification, and captures an agency’s findings about a candidate’s executive core qualifications (ECQs). The completion of this template is a collaborative effort between executive resources staff, the hiring manager, and must include the selectee.

The “Rating Panel” and “Structured Interview” notes and other documents should be used to inform this template.

Please use the “Rating” column to state your agency Executive Resources Board’s or Appointing Authority’s judgment about the candidate’s relative strength in each of the ECQs. Then use the “Best Evidence” column to identify/describe the basis for those judgments. (Note that the “Best Evidence” column will expand as you enter information. After finishing your entry, you can use the delete key to raise the bottom line of the column back up.) You should present both the demonstrated executive experience and results achieved in the “Best Evidence” column. Then identify the source of that information by using the initials:

R (Resume)

AR (Accomplishment Record)

I (Interview(s))

V (Verification)

O (Other source of information; **please specify** what this other source of information is, e.g., 360-degree assessment)

As applicable, indicate where the information may be located within that source, e.g., the experience block within the Resume, the particular Accomplishment Record, the item or response within any record of Interview or Verification, or the place within any other (“O”) source document the agency relies upon as “Best Evidence” for its rating of the ECQ or competency.

Each rating should be made using the 1 through 4 scale indicated below.

1 – Demonstrated executive experience is exceptionally strong.

2 – Demonstrated executive experience is strong.

3 – Demonstrated executive experience is mostly evident with the caveat that early supplemental development is planned.

(If any ECQ is rated 3, the agency should specify on an attachment the kind of supplemental development planned for the candidate and the schedule on which it will occur.)

4 – Limited demonstrated experience. A targeted executive developmental plan must be proposed.

If any ECQ is rated 4, the Executive Resources Board must: 1) identify any special or unique qualities that have caused the ERB to conclude the individual has a strong likelihood of executive success despite the lack of evidence supporting possession of the ECQ; and 2) provide an Executive Development Plan (EDP) that stipulates the development strategies the ERB and/or appointing authority will provide within the first year after appointment to strengthen the individual's ECQ to ensure executive success. This strategy must be signed by the ERB chairman and/or appointing authority. A QRB will consider any special or unique qualities identified and the agency's strategy and plan in determining whether to certify the candidate.

Failure to observe the above information will result in a case being returned without action.

Tips for Completing the Template:

- For the Resume-Based submission method, on average 7-9 pages should be sufficient to provide the best evidence for all ECQs.
- For the Accomplishment Record submission method, on average 5 pages should be sufficient to provide complimentary information to the 5 page accomplishment narrative.
- Provide 2 examples using the Situation-Task-Action-Result (STAR) model (similar to CCAR).
- When providing evidence for each ECQ, please think of the individual competencies within the ECQ; provide evidence that exemplifies the highest level of proficiency or mastery the candidate has demonstrated.
- While the completion of this template is a collaborative effort between executive resources staff, the selectee, and the hiring manager, the appointing authority or ERB Chairman is responsible for its content and affirmations.
- Clearly indicate supervisory experience.
- Provide specific detailed examples rather than general, global descriptions.

Executive Core Qualifications	Rating (1, 2, 3 or 4)	Best Evidence (R, AR, I, V, O — <i>if using "O", please specify the source</i>)
Leading Change <ul style="list-style-type: none"> - Creativity and Innovation - External Awareness - Flexibility - Resilience - Strategic Thinking - Vision - Fundamental Competencies 	Enter Rating	Describe evidence of candidate's demonstrated executive leadership.
Leading People <ul style="list-style-type: none"> - Conflict Management - Leveraging Diversity - Developing Others - Team Building - Fundamental Competencies 	Enter Rating	Describe evidence of candidate's demonstrated executive leadership.

Executive Core Qualifications	Rating (1, 2, 3 or 4)	Best Evidence (R, AR, I, V, O — <i>if using "O", please specify the source</i>)
Results Driven <ul style="list-style-type: none"> - Accountability - Customer Service - Decisiveness - Entrepreneurship - Problem Solving - Technical Credibility - Fundamental Competencies 	Enter Rating	Describe evidence of candidate's demonstrated executive leadership.
Business Acumen <ul style="list-style-type: none"> - Financial Management - Human Capital Management - Technology Management - Fundamental Competencies 	Enter Rating	Describe evidence of candidate's demonstrated executive leadership.

Executive Core Qualifications	Rating (1, 2, 3 or 4)	Best Evidence (R, AR, I, V, O — <i>if using "O", please specify the source</i>)
Building Coalitions - Partnering - Political Savvy - Influencing/Negotiating - Fundamental Competencies	Enter Rating	Describe evidence of candidate's demonstrated executive leadership.

Appointing Authority _____

Date _____

(Or Chairman, Executive Resources Board)