



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

Employee Services

Thursday, December 3, 2015

MEMORANDUM FOR: HUMAN RESOURCES DIRECTORS

FROM: MARK D. REINHOLD
ASSOCIATE DIRECTOR, EMPLOYEE SERVICES

Subject: Release of OPM's report on "Effective Learning Interventions for Developing Executive Core Qualifications"

I am pleased to announce the U.S. Office of Personnel Management's (OPM) issuance of the "Effective Learning Interventions for Developing Executive Core Qualifications (ECQs)" report. The attached report provides information on the most effective ways to develop each of the twenty-two (22) core leadership competencies and seven (7) fundamental competencies within the ECQs. The information and guidance is based on a thorough review of empirical and conceptual executive and leadership development literature and was gathered in collaboration and partnership with researchers from George Mason University. The researchers also interviewed Federal agencies known for their innovative and effective practices in developing executive competencies.

Along with detailed research and references, the report includes a *Leadership Development Matrix*, which serves as a quick reference guide and summary of the report. This summary lists a range of leadership development activities that research indicates are the best ways to develop each of the competencies. The report will help agencies provide the most rigorous, efficient and cost-effective developmental interventions for all Federal leaders.

The report is available on OPM's website at <https://www.opm.gov/policy-data-oversight/training-and-development/leadership-development/>.

If you have any questions about the report, please contact Cheryl Abram at Cheryl.Abram@opm.gov or Julie Brill at Julie.Brill@opm.gov.

cc: Chief Human Capital Officers, Chief Learning Officers, Directors of Diversity and Inclusion