



Office of the
Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

February 3, 2006

MEMORANDUM FOR CHIEF HUMAN CAPITAL OFFICERS

FROM: LINDA M. SPRINGER,
DIRECTOR

SUBJECT: Draft Executive Core Qualifications

The Office of Personnel Management (OPM) is releasing the Draft Executive Core Qualifications (ECQs). Please provide your comments in response to the attached request by February 28, 2006. We encourage all agencies to review the draft qualifications and provide feedback to us.

To ensure the ECQs address the changing nature of Federal leadership, OPM reviewed numerous competency models, obtained information on the future of leadership from public and private sector leading thinkers and academicians, and interviewed the exemplary senior executives you identified.

Based upon this information, we have revised the definitions of the ECQs and competencies and made two major changes:

1. Added a competency (Developing Others), and
2. Rearranged the competencies to identify those that are fundamental to all five ECQs.

We rely on you to provide the draft to your Executive Resources Board and other senior program officials and to seek their input. OPM will refine the Qualifications Review Board materials after finalizing the ECQs. This is a critical juncture for the Senior Executive Service and we depend on agency input to assist us in producing ECQs that will shape the future of Federal leadership.

If you have questions or would like to discuss this draft please contact Jacqueline Caldwell at (202) 606-3600 or by email to competency@opm.gov.

Attachment

cc: Human Resources Directors

**Request for Comments
Draft Executive Core Qualifications (ECQs)**

Please provide your comments and suggestions to OPM by February 28, 2006.

Note: Do not use the draft qualifications to assess individuals until the Office of Personnel Management issues the qualifications in final form.

Information We Need from Agencies with Covered Positions

Please answer the following questions about the draft qualifications.

1. Are the competencies in the qualifications clearly defined?
2. What impact, if any, will the proposed changes to the qualifications have on assessing applicants for positions in your agency?
3. Will it be easier or more difficult to apply than the existing qualifications?
4. Are the qualifications supported by the job requirements of current Senior Executive Service positions? If not, please provide copies of those position descriptions that do not support the requirements in the qualifications.

How Do You Submit Comments?

In response to the requests outlined above, we would like to have both:

- (a) Comments representing the agency's overall feedback, and
- (b) Representative comments from subject matter experts to support your feedback.

Please submit comments in accordance with your agency's guidelines. Suggestions will be particularly helpful if you include the rationale and examples for the suggested change(s).

Please send your response to competency@opm.gov or by hard-copy to the following address:

U.S. Office of Personnel Management
Division for Strategic Human Resources Policy
Center for Talent and Capacity Policy
Standards, Competencies, and Assessment Development Group
1900 E Street, NW., Room 6H31
Washington, DC 20415-8330

Individuals who wish to send personal comments should send them to the same address. If you would like to discuss the draft or obtain additional information, contact Jacqueline Caldwell at (202) 606-3600 or by email to competency@opm.gov.

Executive Core Qualifications

LEADING CHANGE	LEADING PEOPLE	RESULTS DRIVEN	BUSINESS ACUMEN	BUILDING COALITIONS
<i>Definitions</i>				
This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.	This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.	This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	This core qualification involves the ability to manage human, financial, and information resources strategically.	This core qualification involves the ability to build coalitions to achieve common goals.
<i>Competencies</i>				
<ul style="list-style-type: none"> • Creativity and Innovation • External Awareness • Flexibility • Resilience • Strategic Thinking • Vision 	<ul style="list-style-type: none"> • Conflict Management • Leveraging Diversity • Developing Others • Team Building 	<ul style="list-style-type: none"> • Accountability • Customer Service • Decisiveness • Entrepreneurship • Problem Solving • Technical Credibility 	<ul style="list-style-type: none"> • Financial Management • Human Capital Management • Technology Management 	<ul style="list-style-type: none"> • Partnering • Political Savvy • Influencing/Negotiating
<p>Fundamental Competencies: These competencies are the foundation for success in each of the Executive Core Qualifications.</p> <ul style="list-style-type: none"> <li style="width: 33%;">• Interpersonal Skills <li style="width: 33%;">• Oral Communication <li style="width: 33%;">• Continual Learning <li style="width: 33%;">• Written Communication <li style="width: 33%;">• Integrity/Honesty <li style="width: 33%;">• Public Service Motivation 				

DRAFT EXECUTIVE CORE QUALIFICATIONS

and COMPETENCY DEFINITIONS

ECQ 1: Leading Change

Definition: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

Competencies	
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Strategic Thinking	Formulates objectives, priorities, and plans consistent with the long-term business and competitive interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
Vision	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

ECQ 2: Leading People

Definition: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

Competencies	
Conflict Management	Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
Developing Others (New)	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing developmental opportunities to learn through formal and informal methods.
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

ECQ 3: Results Driven

Definition: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Competencies	
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

ECQ 4: Business Acumen

Definition: This core qualification involves the ability to manage human, financial, and information resources strategically.

Competencies	
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a blended workforce and a variety of work situations.
Technology Management	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

ECQ 5: Building Coalitions

Definition: This core qualification involves the ability to build coalitions to achieve common goals.

Competencies	
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
Influencing/Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Fundamental Competencies

Definition: These competencies are the foundation for success in each of the Executive Core Qualifications.

Competencies	
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
Oral Communication	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
Integrity/Honesty	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
Written Communication	Writes in a clear, concise, organized, and convincing manner for the intended audience.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
Public Service Motivation	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.