



UNITED STATES  
OFFICE OF PERSONNEL MANAGEMENT  
WASHINGTON, DC 20415-0001

OFFICE OF THE DIRECTOR

AUG 17 2005

MEMORANDUM FOR CHIEF HUMAN CAPITAL OFFICERS

FROM: LINDA M. SPRINGER  
DIRECTOR

A handwritten signature in blue ink, appearing to read "LMS", written over the printed name of Linda M. Springer.

Subject: Nominations for Exemplary Leaders to Participate in Update of  
the Executive Core Qualifications

One of my priorities as the Director of the Office of Personnel Management is to ensure that we have the right leaders, in the right places, at the right times. A crucial part of meeting this challenge is ensuring we have identified the competencies required for leaders and managers in the Federal Government. The Chief Human Capital Officers (CHCO) Council Subcommittee on Leadership Development and Succession Planning recommended we review the Executive Core Qualifications (ECQs). To update the ECQs, we are asking you to identify five of your very best senior executives for a short interview about their leadership successes and challenges.

Please send the names and contact information for five executives who meet the attached criteria via email to [jacque.caldwell@opm.gov](mailto:jacque.caldwell@opm.gov) or fax to (202) 606-0390 by August 26, 2005. If you have any questions regarding this request, please contact Jacqueline Caldwell, Project Manager, at (202) 606-2308.

We appreciate your support for this important project. Thank you in advance for your assistance. We will continue to keep you apprised of our progress.

Attachment

## EXEMPLARY LEADERS – CRITERIA

### Requirements:

1. Must be current career members of Senior Executive Service.
2. Must be recognized by peers, subordinates, superiors, or other organizations for their leadership and achievements.

### In identifying exemplary leaders, consider such characteristics as:

- Achievements of organization-wide importance affecting policy, technical, programs, or human resources issues
- Relative contribution of the individual's achievements to accomplishing the organization's mission
- Degree of difficulty in achieving success
- Sustained superior leadership

### Some areas in which an exemplary leader may excel include:

- Human Capital Management, such as in team building, coaching, mentoring, managing performance, and improving quality of worklife
- Identification, correction, and control of waste, fraud, or mismanagement
- Productivity and quality of work, in areas such as cost reduction, efficiency, improvement in work processes, and error reduction
- Partnering with other organizations, such as foreign governments, other Federal agencies, state and local government, non-profits, and the private sector
- Improving organizational culture to one that values sound governance, transparency, integrity, social responsibility, passion, and commitment

**Finally, we are seeking a group of leaders who together represent a variety of experience. Please consider leaders from different types of organizations such as:**

- Federal, private sector, state and local governments
- Headquarters and Field offices
- Department and Bureau levels
- Organizations of different sizes