



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

FEB 25 2011

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM
EVALUTION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Senior Executive Service (SES) Streamlined Hiring

The initiative to implement streamlined hiring practices for Senior Executive Service (SES) positions supports the Presidential memorandum "Improving the Federal Recruitment and Hiring Process" issued May 11, 2010 (Attachment 1). The Department fully supports hiring reform and, accordingly, request that the Military Departments, Defense Agencies and field activities take full advantage of two new tools of hiring civilian executives. Specifically, request that you utilize the Resume based approach and a Record of Accomplishment based approach. Both of these methods were validated as part of an OPM pilot which included substantial DoD participation (Attachment 2). These methods may be implemented upon completion of the required training.

The Accomplishment Record method differs from the approach currently used in that the application does not focus on the traditional Executive Core Qualifications (ECQs) and 28 sub-competencies. Rather, the job announcement will identify a select few of the sub-competencies underlying the ECQs which are considered critical to the position being announced. This permits candidates to submit a more streamlined application targeting the selected competencies instead of the lengthy ECQ narratives that have become the norm. A structured interview is not required for this option but may prove helpful.

The Resume-Based method allows applicants to submit only a standard resume. This was designed for the more seasoned executive whose qualifications could generally be discerned from the usual resume which identified previous positions held. The structured interview that accompanies this method allows for the interviewer to obtain job-related information in a reliable, fair, practical, and legally defensible manner. For more guidance on how to develop a

structured interview, please review the materials at:
<http://apps.opm.gov/ADT/ContentFiles/SIGuide09.08.08.pdf>.

OPM has also provided Job Opportunity Announcement templates that may be utilized when using either the streamlined or traditional methods when recruiting for SES positions (Attachment 3).

Thank you for your continued support as we strive to explore more efficient and effective ways to improve our SES recruitment processes and continue to recruit and hire a cadre of executives who exhibit the highest levels of leadership, integrity, and forward-thinking. Questions regarding this correspondence may be directed to Mary Lamary, (703) 696-4802 or mary.lamary@cpms.osd.mil.

A handwritten signature in dark ink, appearing to read "Clifford L. Stanley". The signature is written in a cursive style with a large initial "C".

Clifford L. Stanley

Attachments:
As stated

01/12/2009



The Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

MEMORANDUM FOR CHIEF HUMAN CAPITAL OFFICERS

From: Michael W. Hager
Acting Director

Subject: Results of SES Selection Pilot

Recently the Office of Personnel Management (OPM) completed a pilot project testing new methods for selecting members of the Senior Executive Service (SES). This memorandum provides a brief capsule of what we learned, and outlines our plans for next steps.

The pilot ran at eight Federal agencies from June 1, 2008, through November 14, 2008, with a total of 61 vacancies announced under one of the two pilot methods. The two methods tested are known as Accomplishment Record and Resume-based. The Accomplishment Record method differs from the approach used currently by most agencies in that the application does not focus on the five broad Executive Core Qualifications (ECQs) but rather on a select few of the 28 executive competencies underlying them. This permits candidates to submit a more streamlined application targeting the selected competencies instead of the lengthy ECQ narratives that have become standard.

As the name indicates, the Resume-based option is even simpler. Applicants need only submit a standard resume. This option was designed especially for seasoned executives, whose general qualifications could be discerned from just a resume identifying positions they had held. Overall, 34 vacancies were advertised under the Accomplishment Record option, while the Resume-based method was used for 27.

The candidate assessment methods used under both pilot options drew heavily on structured interviews of well-qualified candidates. These interviews to a large degree took the place of the lengthy ECQ narrative statements typically required of candidates under the traditional SES selection process. In this way, the pilot attempted to make the hiring process more inviting to applicants by shifting some of the burden from them to agency staff.

Results from the pilot evaluation indicate it was successful in shifting that burden, and applicants noticed the difference. The pilot methods, especially the Resume-based option, won high marks generally from the applicants. Resume-based applicants generally found the

process of applying for an SES vacancy easier than under the traditional process; some applicants even found it easier than applying for non-Federal executive positions. The relatively easy application process also produced a larger number of applicants on average for vacancies advertised under either of the pilot methods, compared to the traditional method. The Resume-based option also attracted a much higher proportion of applicants from outside of the Government than the traditional method.

Agency staff, however, found the process somewhat cumbersome, although there is some evidence that the initial objections diminished as they become more practiced in the processes. But agency human resource staff and executives were generally positive about the “virtual” Qualifications Review Board (QRB) process also tested under the pilot. Using an automated system, agency QRB members were able to receive and review QRB cases without actually convening at OPM. This method seems to hold considerable promise as a way to streamline this critical OPM function without diminishing the quality of the decisions rendered.

Based on these findings, OPM will be developing an improved version of the pilot methods and will provide training within the next few months to agencies wishing to use them. This modified version will attempt to make it easier for agency staff to use the more rigorous candidate assessment practices under the pilot such as structured interviews, while preserving what have been shown to be its applicant-friendly features. Information about these new methods and the training will be announced to the CHCOs and to the Human Resources Director community as soon as it becomes available. After completing the training, agencies will have the opportunity to choose a pilot selection method instead of the traditional method as they fill specific SES vacancies.

Deputy Director Howard Weizmann and I had the privilege of personally recognizing the participating agencies in a recognition ceremony at OPM on December 8. Please allow me, in closing, to acknowledge these agencies to the wider community: Department of Defense (Air Force, Army, Office of the Secretary), Department of Energy, Department of Homeland Security, Department of Housing & Urban Development, Department of Justice, Department of the Treasury, Department of Veterans Affairs, and our own internal human resources management staff at OPM. Without the willingness of these agencies to step forward and pioneer new methods and processes over a period of several months, the knowledge gained and potential future benefits of this effort would not have been possible.

cc: Human Resources Directors

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

May 11, 2010

May 11, 2010

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Improving the Federal Recruitment and Hiring
Process

To deliver the quality services and results the American people expect and deserve, the Federal Government must recruit and hire highly qualified employees, and public service should be a career of choice for the most talented Americans. Yet the complexity and inefficiency of today's Federal hiring process deters many highly qualified individuals from seeking and obtaining jobs in the Federal Government.

I therefore call on executive departments and agencies (agencies) to overhaul the way they recruit and hire our civilian workforce. Americans must be able to apply for Federal jobs through a commonsense hiring process and agencies must be able to select high-quality candidates efficiently and quickly. Moreover, agency managers and supervisors must assume a leadership role in recruiting and selecting employees from all segments of our society. Human resource offices must provide critical support for these efforts. The ability of agencies to perform their missions effectively and efficiently depends on a talented and engaged workforce, and we must reform our hiring system to further strengthen that workforce.

By the authority vested in me as President by the Constitution and the laws of the United States, including section 3301 of title 5, United States Code, I hereby direct the following:

Section 1. Directions to Agencies. Agency heads shall take the following actions no later than November 1, 2010:

(a) consistent with merit system principles and other requirements of title 5, United States Code, and subject to guidance to be issued by the Office of Personnel Management (OPM), adopt hiring procedures that:

(1) eliminate any requirement that applicants respond to essay-style questions when submitting their initial application materials for any Federal job;

(2) allow individuals to apply for Federal employment by submitting resumes and cover letters or completing simple, plain language applications, and assess applicants using valid, reliable tools; and

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(2) a goal-focused, data-driven system for holding agencies accountable for improving the quality and speed of agency hiring, achieving agency hiring reform targets, and satisfying merit system principles and veterans' preference requirements; and

(b) develop a plan to promote diversity in the Federal workforce, consistent with the merit system principle (codified at 5 U.S.C. 2301(b)(1)) that the Federal Government should endeavor to achieve a workforce from all segments of society;

(c) evaluate the Federal Career Intern Program established by Executive Order 13162 of July 6, 2000, provide recommendations concerning the future of that program, and propose a framework for providing effective pathways into the Federal Government for college students and recent college graduates;

(d) provide guidance or propose regulations, as appropriate, to streamline and improve the quality of job announcements for Federal employment to make sure they are easily understood by applicants;

(e) evaluate the effectiveness of shared registers used in filling positions common across multiple agencies and develop a strategy for improving agencies' use of these shared registers for commonly filled Government-wide positions;

(f) develop a plan to increase the capacity of USAJOBS to provide applicants, hiring managers, and human resource professionals with information to improve the recruitment and hiring processes; and

(g) take such further administrative action as appropriate to implement sections 1 and 2 of this memorandum.

Sec. 3. Senior Administration Officials. Agency heads and other senior administration officials visiting university or college campuses on official business are encouraged to discuss career opportunities in the Federal Government with students.

Sec. 4. Reporting. (a) The OPM, in coordination with the OMB and in consultation with other agencies, shall develop a public human resources website to:

(1) track key human resource data, including progress on hiring reform implementation; and

(2) assist senior agency leaders, hiring managers, and human resource professionals with identifying and replicating best practices within the Federal Government for improving new employee quality and the hiring process.

(b) Each agency shall regularly review its key human resource performance and work with the OPM and the OMB to achieve timelines and targets for correcting agency hiring problems.

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Multi-Agency

Resume Based Template

Agency: **MULTI-AGENCY**Job Announcement Number:
Insert announcement number

Multi-Agency

Multi-Agency

Multi-Agency

Multi-Agency

Insert Job Title

Salary Range: 119,554.00 - 165,300.00 USD per year
The salary range maximum is \$179,700 for agencies with certified performance management systems.

Open Period: Monday, January 04, 2010
to Monday, February 8, 2010

Series & Grade: ES-0301-na

Position Information: [Insert type of work schedule] Permanent

Promotion Potential: None

Duty Locations: Many vacancies - Continental

Who May Be Considered:

[Select either "All groups of qualified individuals" or "All groups of qualified individuals within the civil service."]

Job Summary:

[Insert your agency's branding information and the position's job summary here. Insert your agency, the appropriate occupational series code, duty location(s), and the opening and closing dates above. Insert any targeted work environment(s) as appropriate.]

Key Requirements:

- You must submit a resume by the vacancy announcement closing date
- [Insert your agency's other Key Requirements]

Duties

Major Duties:

[Insert the major duties and responsibilities associated with the vacant position(s). Be as specific as possible in order to present a clear description of the position(s) to potential applicants. Please use commonly understood terms. It is best to avoid acronyms, abbreviations, and jargon-laden terms. Narrative or bullet formats are acceptable.]

Qualifications and Evaluation

Qualifications:

[Do not check the General Experience or Specialized Experience boxes.]

To meet the minimum qualification requirements for this position, you must show in your resume that you possess the five Executive Core Qualifications (ECQs), Technical Qualifications, and other qualifications, if applicable, listed below.

[OTHER QUALIFICATIONS: If applicable, insert any basic qualification requirements such as education or license.]

EXECUTIVE CORE QUALIFICATIONS:

ECQ 1 - LEADING CHANGE: 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.

ECQ 2 - LEADING PEOPLE: 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.

ECQ 3 - RESULTS DRIVEN: 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.

ECQ 4 - BUSINESS ACUMEN: The ability to manage human, financial, and information resources strategically.

ECQ 5 - BUILDING COALITIONS: 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.

Additional information on the Executive Core Qualifications is available at www.opm.gov/ses/recruitment/ecq.asp.

We recommend that your resume emphasize your level of responsibilities, the scope and complexity of programs managed and your program accomplishments, including the results of your actions. **Please do not submit separate statements addressing the ECQs. Written statements addressing the ECQs will not be considered.**

[TECHNICAL QUALIFICATIONS: (optional, insert any technical qualifications) We recommend that your resume emphasize your level of responsibilities, the scope and complexity of programs managed and your accomplishments, including the results of your actions. **Please do not submit separate statements addressing the Technical Qualifications. Written statements addressing the Technical Qualifications will not be considered.]**

[Select all special requirements that apply, such as background investigation, travel, and drug testing.]

How You Will Be Evaluated:

You will be evaluated on the quality and extent of your total accomplishments, experience, and education. Resumes will be evaluated by a rating and ranking panel, and highly qualified candidates may undergo an interview and a reference check. The [Insert agency] Executive Resources Board (ERB) will review results and make recommendations on final selections to the appointing authority. Unless you have already been certified by a Qualifications Review

Board (QRB) in the past, your ECQs must be certified by a QRB before appointment can occur.

Benefits and Other Information

Benefits:

[Check all applicable benefits.]

Other Information:

Probationary Period: You will serve a one-year probationary period unless you previously completed the probationary period in the SES.

How to Apply

How To Apply:

Your resume must be received by the [Insert vacancy announcement closing date].

[Insert information on how to submit applications, including mailing address, hand delivery address, email, and/or fax. If applicable, insert information about your agency's automated system.]

NOTE: Resumes mailed in franked government envelopes will not be considered for this position.

You must submit a resume or any other written format you choose to describe your qualifications. Your resume or other format must not exceed five pages, including an optional cover letter. Any additional information beyond five pages will not be evaluated. Applicants typically provide the following information:

- Vacancy announcement number - **[Insert vacancy announcement number]**
- Full name, mailing and email addresses, day and evening telephone numbers
- Educational information, including the name, city and state of colleges or universities you attended, as well as the type of any degree received. Report only attendance and/or degrees from schools accredited by accrediting institutions recognized by the U.S. Department of Education. For more information, you may refer to the following U.S. Department of Education website: <http://www.ed.gov/admins/finaid/accred/index.html>.
- Information about your paid and nonpaid work experience related to this position including: job title, duties and accomplishments, employer's name and address, duration of employment, and salary
- Information about honors, awards, and special accomplishments

DO NOT SUBMIT ANY ADDITIONAL INFORMATION: Extraneous materials such as narratives addressing the ECQs and award certificates will not be considered.

Contact Information:

Contact Name

Phone: Contact number
Email: email.address@agency.gov

Or write:
Agency Name
Street address
City, State Zip code
US

What To Expect Next:

Our evaluation will be based on the information you supply. You should expect that we will verify performance, suitability, and security information and take that information into account in making employment offers.

EEO Policy Statement

The United States Government does not discriminate in employment on the basis of race, color, religion, sex, national origin, political affiliation, sexual orientation, marital status, disability, age, membership in an employee organization, or other non-merit factor.

Reasonable Accommodation Policy Statement

Federal agencies must provide reasonable accommodation to applicants with disabilities where appropriate. Applicants requiring reasonable accommodation for any part of the application and hiring process should contact the hiring agency directly. Determinations on requests for reasonable accommodation will be made on a case-by-case basis.

Multi-Agency Public Agency Private Agency

Send Mail to:

Agency Name
Street address
City, State Zip code

US

For questions about this job:

Contact Name
Phone: Contact number
Email: email.address@agency.gov

USAJOBS Control Number: 1441215

Multi-Agency

Accomplishment Record Template

Agency: **MULTI-AGENCY**Job Announcement Number:
Insert announcement number

Multi-Agency

Multi-Agency

Multi-Agency

Multi-Agency

Insert Job Title**Salary Range:** 119,554.00 - 165,300.00 USD per year
The salary range maximum is \$179,700 for agencies with certified performance management systems.**Open Period:** Monday, January 04, 2010
to Monday, February 8, 2010**Series & Grade:** ES-0301-na**Position Information:** [Insert type of work schedule] Permanent**Promotion Potential:** None**Duty Locations:** Many vacancies - Continental**Who May Be Considered:**

[Select either "All groups of qualified individuals" or "All groups of qualified individuals within the civil service."]

Job Summary:

[Insert your agency's branding information and the position's job summary here. Insert your agency, the appropriate occupational series code, duty location(s), and the opening and closing dates above. Insert any targeted work environment(s) as appropriate.]

Key Requirements:

- You must submit your resume and accomplishment record
- [Insert your agency's other Key Requirements]

Duties

Major Duties:

[Insert the major duties and responsibilities associated with the vacant position(s). Be as specific as possible in order to present a clear description of the position(s) to potential applicants. Please use commonly understood terms. It is best to avoid acronyms, abbreviations, and jargon-laden terms. Narrative or bullet formats are acceptable.]

Qualifications and Evaluation

Qualifications:

[Do not check the General Experience or Specialized Experience boxes.]

To meet the minimum qualification requirements for this position, you must show that you

possess the five Executive Core Qualifications (ECQs), Technical Qualifications, and other qualifications, if applicable, listed below.

EXECUTIVE CORE QUALIFICATIONS: The five ECQs are 1) Leading Change, 2) Leading People, 3) Results Driven, 4) Business Acumen, and 5) Building Coalitions. Additional information on the ECQs is available at www.opm.gov/ses/recruitment/ecq.asp. Please do not submit narrative statements for each ECQ. Written statements addressing the ECQs will not be considered.

All applicants must submit written statements describing accomplishments that reflect your capability in five competencies related to the ECQs. You may submit one or two accomplishments for each competency. If you provide more than two accomplishments for a competency, only the first two accomplishments listed will be evaluated. Your response for each competency cannot exceed one page. The five competencies are: [List the five competencies and provide a brief description for each. Agencies must list one competency for each ECQ. The competencies are available at <http://www.opm.gov/ses/recruitment/ecq.asp>.]

For each accomplishment, you must include the following information: 1) a general statement of the situation or circumstances; 2) a precise description of exactly what activities you performed and the outcomes achieved; 3) the start and end dates of the time period during which the activities were performed; and 4) the name, telephone number, email address, and mailing address of an individual who can verify the information you provide. Indicate whether this person was your supervisor, co-worker, friend, instructor, chairperson of a committee, etc.

You are required to respond to all competencies. Failure to do so will result in an incomplete accomplishment record and you will be rated as 'ineligible.' Additional instructions and an example accomplishment are available at [insert your agency webpage URL]. You are strongly encouraged to review these additional instructions prior to preparing your narratives.

[Optional - TECHNICAL QUALIFICATIONS: If technical qualifications are inserted, agencies must add the following:

All applicants must submit written statements (narrative or bullet format acceptable) of accomplishments that would satisfy the technical qualifications. You must address each technical qualification separately. You are required to respond to all technical qualifications. Failure to do so will result in an incomplete application and you will be rated as 'ineligible.' Please limit your written statements of accomplishments to one page per technical qualification. The technical qualifications are: (insert technical qualifications)]

[OTHER QUALIFICATIONS: If applicable, insert any basic qualification requirements such as education or license.]

[Select all special requirements that apply, such as background investigation, travel, and drug testing.]

How You Will Be Evaluated:

You will be evaluated on the quality and extent of your total accomplishments, experience, and education. Your application will be evaluated by a rating and ranking panel, and highly qualified candidates may undergo an interview and a reference check. The [Insert agency] Executive Resources Board (ERB) will review results and make recommendations on final selections to the appointing authority. Unless you have already been certified by a Qualifications Review Board (QRB) in the past, your ECQs must be certified by a QRB before

appointment can occur.

Benefits and Other Information

Benefits:

[Check all applicable benefits.]

Other Information:

Probationary Period: You will serve a one-year probationary period unless you previously completed the probationary period in the SES.

How to Apply

How To Apply:

Your application must be received by the [Insert vacancy announcement closing date].

[Insert information on how to submit applications, including mailing address, hand delivery address, email, and/or fax. If applicable, insert information about your agency's automated system.]

NOTE: Applications mailed in franked government envelopes will not be considered for this position.

In addition to your written statements addressing the competencies underlying the Executive Core Qualifications (ECQs) and the Technical Qualifications, if applicable, submit a resume or any other written format you choose to describe your job-related qualifications. Applicants typically provide the following information:

- Vacancy announcement number - **[Insert vacancy announcement number]**
- Full name, email and mailing addresses, and day and evening telephone numbers
- Educational information, including the name, city and state of colleges or universities you attended, as well as the type of any degree received. Report only attendance and/or degrees from schools accredited by accrediting institutions recognized by the U.S. Department of Education. For more information, you may refer to the following U.S. Department of Education website: <http://www.ed.gov/admins/finaid/accred/index.html>.
- Information about your paid and nonpaid work experience related to this position including: job title, duties and accomplishments, employer's name and address, duration of employment, salary
- Information about honors, awards, and special accomplishments

Applicants who fail to submit all information and documents (i.e. a resume, written statements addressing the competencies and technical qualifications, and other qualifications as applicable) WILL NOT receive consideration for the position.

[The agency has the option of adding the following statement: If you are a current career member of the SES, or are eligible for reinstatement into the SES, or have completed an SES Candidate Development Program and obtained Office of Personnel Management Qualifications Review Board certification, you can apply to be considered competitively **and/or**

noncompetitively. To be considered competitively, you must submit a resume, written statements addressing the competencies and technical qualifications, and other qualifications as applicable. To be considered noncompetitively, you must submit your resume, written statements addressing the technical qualifications, and other qualifications, as applicable, but need not submit written statements addressing the competencies.]

DO NOT SUBMIT ANY ADDITIONAL INFORMATION: Extraneous materials such as narratives addressing the ECQs and award certificates will not be considered.

Contact Information:

Contact Name
Phone: Contact number
Email: email.address@agency.gov

Or write:
Agency Name
Street address
City, State Zip code
US

What To Expect Next:

Our evaluation will be based on the information you supply. You should expect that we will verify performance, suitability, and security information and take that information into account in making employment offers.

EEO Policy Statement

The United States Government does not discriminate in employment on the basis of race, color, religion, sex, national origin, political affiliation, sexual orientation, marital status, disability, age, membership in an employee organization, or other non-merit factor.

Reasonable Accommodation Policy Statement

Federal agencies must provide reasonable accommodation to applicants with disabilities where appropriate. Applicants requiring reasonable accommodation for any part of the application and hiring process should contact the hiring agency directly. Determinations on requests for reasonable accommodation will be made on a case-by-case basis.

Multi-Agency

Agency

Agency



Send Mail

Send Mail to:
Agency Name
Street address
City, State Zip code

US



Questions?

For questions about this job:

Contact Name

Phone: Contact number

Email: email.address@agency.gov

USAJOBS Control Number: 1441216



Multi-Agency

ECQ Narrative Template

Agency: **MULTI-AGENCY**

Job Announcement Number:

Insert announcement number

Multi-Agency

Multi-Agency

Multi-Agency

Multi-Agency

Insert Job Title

Salary Range: 119,554.00 - 165,300.00 USD per year
The salary range maximum is \$179,700 for agencies with certified performance management systems.

Open Period: Monday, January 04, 2010
to Monday, February 8, 2010

Series & Grade: ES-0301-na

Position Information: [Insert type of work schedule] Permanent

Promotion Potential: None

Duty Locations: Many vacancies - Continental

Who May Be Considered:

[Select either "All groups of qualified individuals" or "All groups of qualified individuals within the civil service."]

Job Summary:

[Insert your agency's branding information and the position's job summary here. Insert your agency, the appropriate occupational series code, duty location(s), and the opening and closing dates above. Insert any targeted work environment(s) as appropriate.]

Key Requirements:

- You must submit all application documents by the closing date
- [Insert your agency's other Key Requirements]

Duties

Major Duties:

[Insert the major duties and responsibilities associated with the vacant position(s). Be as specific as possible in order to present a clear description of the position(s) to potential applicants. Please use commonly understood terms. It is best to avoid acronyms, abbreviations, and jargon-laden terms. Narrative or bullet formats are acceptable.]

Qualifications and Evaluation

Qualifications:

[Do not check the General Experience or Specialized Experience boxes.]

To meet the minimum qualification requirements for this position, you must show that you

possess the five Executive Core Qualifications (ECQs), Technical Qualifications, and other qualifications, if applicable, list below.

EXECUTIVE CORE QUALIFICATIONS:

All applicants must submit written statements (narrative or bullet format acceptable) describing accomplishments that would satisfy the ECQs. You must address each ECQ separately. You are required to respond to all ECQs. If you fail to do so, you will be rated as 'ineligible.' Additional information on the ECQs is available at www.opm.gov/ses/recruitment/ecq.asp. Each accomplishment should be clear, concise, and emphasize your level of responsibilities, the scope and complexity of programs managed, and results of your actions. Please limit your written statements to **one page** per ECQ. **[The agency has the option of adding the following statement:** You must provide the names, email addresses, and telephone numbers of responsible individuals who can verify the information provided for each ECQ.]

ECQ 1 - Leading Change: 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.

ECQ 2 - Leading People: 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.

ECQ 3 - Results Driven: 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.

ECQ 4 - Business Acumen: This core qualification involves the ability to manage human, financial, and information resources strategically.

ECQ 5 - Building Coalitions: This core qualification involves 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.

[TECHNICAL QUALIFICATIONS: (optional, insert any technical qualifications) All applicants must submit written statements (narrative or bullet format acceptable) of accomplishments that would satisfy the technical qualifications. You must address each technical qualification separately. Please limit your written statements to **one page** per technical qualification.]

[OTHER QUALIFICATIONS: If applicable, insert any basic qualification requirements such as education or license.]

[Select all special requirements that apply, such as background investigation, travel, and drug testing.]

How You Will Be Evaluated:

You will be evaluated on the quality and extent of your total accomplishments, experience,

and education. Your application will be evaluated by a rating and ranking panel, and highly qualified candidates may undergo an interview and a reference check. The [Insert agency] Executive Resources Board (ERB) will review results and make recommendations on final selections to the appointing authority. Unless you have already been certified by a Qualifications Review Board (QRB) in the past, your ECQs must be certified by a QRB before appointment can occur.

Benefits and Other Information

Benefits:

[Check all applicable benefits.]

Other Information:

Probationary Period: You will serve a one-year probationary period unless you previously completed the probationary period in the SES.

How to Apply

How To Apply:

Your application must be received by the [Insert vacancy announcement closing date].

[Insert information on how to submit applications, including mailing address, hand delivery address, email, and/or fax. Insert information about your agency's automated system.]

NOTE: Applications mailed in franked government envelopes will not be considered for this position.

In addition to your written statements addressing the Executive Core Qualifications, the Technical Qualification(s), and other qualifications, as applicable, submit a resume or any other written format you choose to describe your qualifications. Applicants typically provide the following information:

- Vacancy Announcement number - **[Insert vacancy announcement number]**
- Full name, email and mailing address, and day and evening telephone numbers
- Educational information, including the name, city and state of colleges or universities you attended, as well as the type of any degree received. Report only attendance and/or degrees from schools accredited by accrediting institutions recognized by the U.S. Department of Education. For more information, you may refer to the following U.S. Department of Education website: <http://www.edu.gov/admins/finaid/accred/index.html>.
- Information about your paid and nonpaid work experience related to this position including: job title, duties and accomplishments, employer's name and address, duration of employment, and salary
- Information about honors, awards, and special accomplishments

Applicants who fail to submit all information and documents (i.e. a resume, ECQs, technical qualifications, and other qualifications, as applicable) WILL NOT receive consideration for the position.

[The agency has the option of adding the following statement: If you are a current career member of the SES, or are eligible for reinstatement into the SES, or have completed an SES Candidate Development Program and obtained Office of Personnel Management Qualifications Review Board certification, you can apply to be considered competitively **and/or** noncompetitively. To be considered competitively, you must submit a resume, written statements addressing the ECQs, technical qualifications, and other qualifications as applicable. To be considered noncompetitively, you must submit your resume, written statements addressing the technical qualifications, and other qualifications, as applicable, but need not submit written statements addressing the ECQs.]

DO NOT SUBMIT ANY ADDITIONAL INFORMATION: Extraneous materials such as award certificates will not be considered.

Contact Information:

Contact Name
Phone: Contact number
Email: email.address@agency.gov

Or write:
Agency Name
Street address
City, State Zip code
US

What To Expect Next:

Our evaluation will be based on the information you supply. You should expect that we will verify performance, suitability, and security information and take that information into account in making employment offers.

EEO Policy Statement

The United States Government does not discriminate in employment on the basis of race, color, religion, sex, national origin, political affiliation, sexual orientation, marital status, disability, age, membership in an employee organization, or other non-merit factor.

Reasonable Accommodation Policy Statement

Federal agencies must provide reasonable accommodation to applicants with disabilities where appropriate. Applicants requiring reasonable accommodation for any part of the application and hiring process should contact the hiring agency directly. Determinations on requests for reasonable accommodation will be made on a case-by-case basis.

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 Questions?

For questions about this job:

Contact Name

Phone: Contact number

Email: email.address@agency.gov

USAJOBS Control Number: 1497651

