Preparing for the Senior Executive Service

Jessica Boos

U.S. Citizenship and Immigration Services

Agenda

- Discuss the Senior Executive Service (SES)

- Identify the Executive Core Qualities (ECQs) and relating leadership competencies

- Explain the SES hiring process

- Define a plan of action

- Identify valuable resources

- Q & A

Abbreviations & Definitions

- ERB – Executive Resources Board: Agency level committee charged with advising the agency head on the SES hiring

- QRB
  - Qualifications Review Board: Interagency SES panel managed and administered by OPM
  - Reviews and approves SES applicants for entry into the SES

- ECQ – Executive Core Qualification: Criteria used to assess candidate's executive level experience

- TQ – Technical Qualifications: Job specific qualifications

Senior Executive Service

- Established by Civil Service Reform Act of 1978

- Ensure the workforce is responsive to the needs, policies, and goals of the Nation

- Placed leaders with leadership skills in top positions
  - Public service commitment
  - Grounded in the Constitution
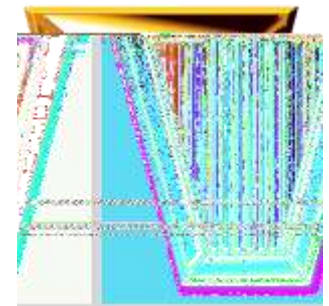
Structure of SES

Positions

General

Career Reserved

Appointments

Career

Noncareer

Limited Term

Limited Emergency

Functional Criteria of Position

- Directs the work of an organizational unit

- Accountable for the success of one or more specific programs or projects

- Monitors progress toward organizational goals and periodically evaluates and makes appropriate adjustments to such goals

- Supervises the work of employees (other than personal assistants) at least 25 percent of the time

- Otherwise exercises important policy-making, policy-determining, or other executive functions

ECQs – What are They?

Leading Change	Leading People	Results Driven

Business Acumen	Building Coalitions

Six Fundamental Competencies

- Interpersonal Skills

- Oral Communication

- Integrity/Honesty

- Written Communication

- Continual Learning

- Public Service Motivation

ECQs & Leadership Competencies

Leading Change

- Creativity and Innovation
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision

Leading People

- Conflict Management
- Leveraging Diversity
- Developing Others
- Team Building

Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

ECQs & Leadership Competencies

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Partnering
- Political Savvy
- Influencing/ Negotiating

Hiring Options

- Publish a vacancy announcement

- Reinstate a former SES member

- Reassign a current SES member

- Transfer a current SES member

- Appoint an SES Candidate Development Program (SESCDP) graduate
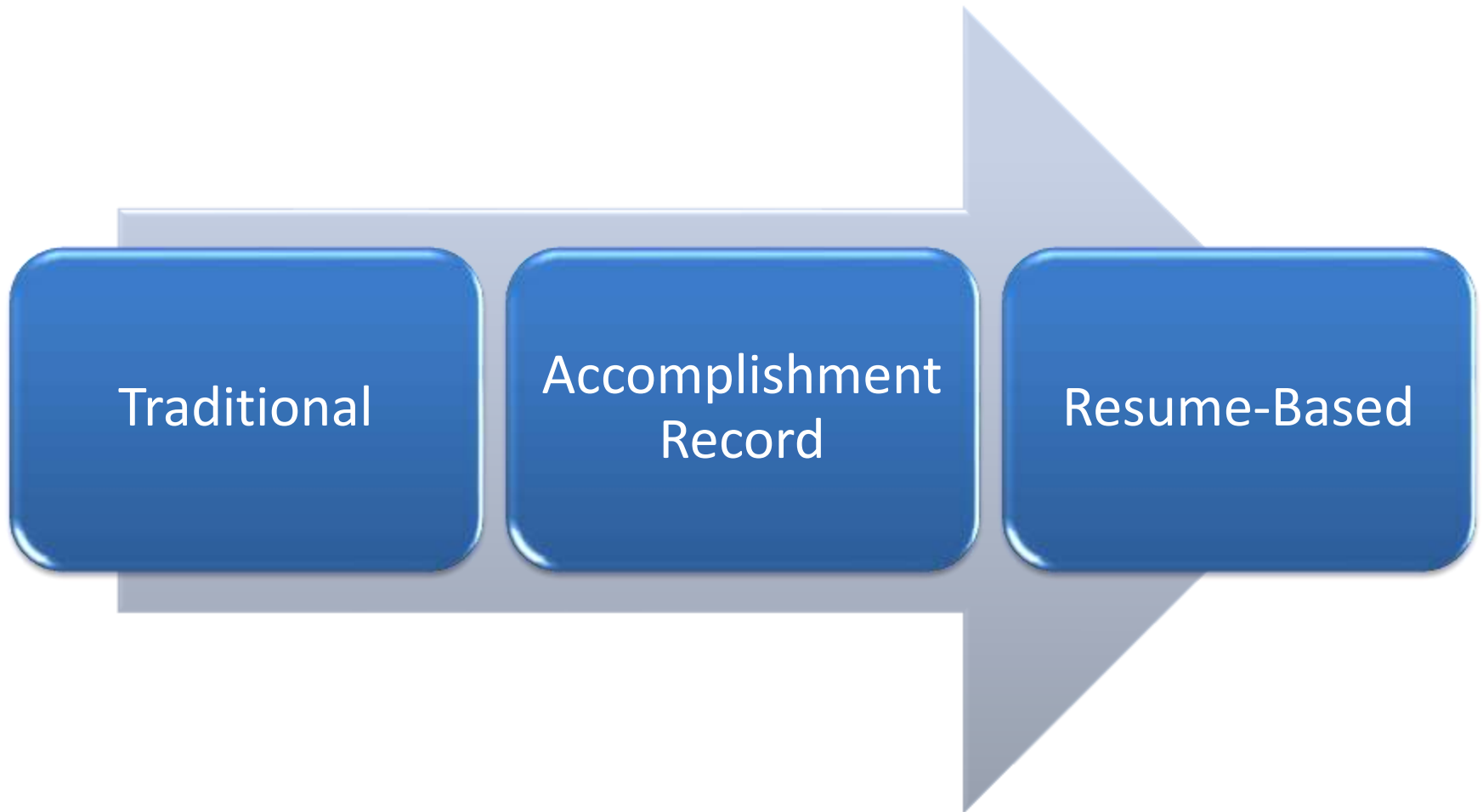
- Make a noncareer appointment

SES Candidate Development Program (SESCDP)

- Recruitment process

- Selection process

- Training and development process (5 CFR 412)

- Certification process

Selection Methods

Traditional

Accomplishment Record

Resume-Based

SES Merit Staffing Process

Announce

Review

Rate

Select

Certify

Challenge-Context-Action-Result (CCAR) Model

Challenge	• Describe a **specific** goal or problem
Context	• Describe the people and environment
Action	• Discuss the **specific** actions you took
Result	• Give **specific** examples of measurable outcomes

Qualifications Review Board

- Demonstrated executive experience,

- Successful participation and graduation from an OPM-approved SES Candidate Development Program, or

- Special or unique qualities that indicate a likelihood of executive success.

QRB Membership

- Consists of three SES members
- QRB members cannot review the qualifications of candidates from their own agencies

QRB Certification

- Criterion A: Demonstrated executive experience

- Criterion B: Successful participation in an OPM approved candidate development program (CDP)

- Criterion C: Possession of special or unique qualities which indicate a likelihood of executive success.

Plan of Action: How to Get There

- Assess yourself
  - Reflect
  - Review
  - Write
  - Obtain

- Be proactive
  - Solve problems
  - Volunteer

Valuable Resources

- OPM Tools
  - [Guide To The Senior Executive Service](#)
  - [Guide to SES Qualifications](#)
  - [Effective Learning Interventions for Developing ECQs](#)
  - [Structured Interview: A Practical Guide](#)
  - [Executive Development Best Practices Guide](#)
  - [Executive Development Plan (EDP) Template](#)
- Websites
  - [Senior Executive Service Candidate Development Programs (SESCDP)](#)
  - [Center for Leadership Development](#)
  - [Federal Leadership Development Programs](#)

Contact
Jessica Boos
jessica.l.boos@uscis.dhs.gov