CRACKING THE CODE FOR SENIOR EXECUTIVE SERVICE

THE IN'S & OUTS OF ECQ'S

Hosted by  Federally Employed Women
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January 17, 2019
Presentation Topics

- Introduction
- Our Mission: To remove the mystery
- Barriers to Entry
- Executive Core Qualifications - Let's break each one down
- Competencies
- What is the Qualifications Review Board?? How the QRB works
- Things You May Not Have Considered (or Know)
- Questions
- For Further Information
WHAT ARE ECQ'S??

LEADING CHANGE
The ability to bring about strategic change, both within and outside the organization, to meet organizational goals. The ability to establish an organizational vision and to implement it in a continuously changing environment.

LEADING PEOPLE
The ability to lead people toward meeting the organization's vision, mission and goals. The ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.
WHAT ARE ECQ'S??

RESULTS DRIVEN
The ability to meet organizational goals and customer expectations. The ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.

BUSINESS ACUMEN
The ability to manage human, financial and information resources strategically.
WHAT ARE ECQ'S??

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.
These competencies are the foundation for success in each of the ECQ's.

- Interpersonal Skills
- Oral Communication
- Integrity/Honesty
- Written Communication
- Continual Learning
- Public Service Motivation
ECQ 1: Leading Change

Competencies:

- Creativity & Innovation
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision
ECQ 2: Leading People

Competencies:

- Conflict Management
- Leveraging Diversity
- Developing Others
- Team Building
ECQ 3: Results Driven

Competencies:

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility
EXECUTIVE CORE QUALIFICATIONS

ECQ 4: Business Acumen

Competencies:

- Financial Management
- Human Capital Management
- Technology Management
ECQ 5: Building Coalitions

Competencies:

- Partnering
- Political Savvy
- Influencing/Negotiating
**Fundamental Competencies**

- Interpersonal skills
- Oral Communication
- Integrity/Honesty
- Written Communication
- Continual Learning
- Public Service Motivation
How to Enter SES

Criterion A - Demonstrated executive experience (ECQ's, training, awards, etc.)

Criterion B - Successful participation in an OPM Candidate Development Program.

Criterion C - Possession of special or unique qualities which indicate likelihood of executive success (RARE)
Writing the ECQ'S

Follow the format: C-C-A-R model

- C - Challenge
- C - Context
- A - Action
- R - Result
- Always include specific examples
- Focus on results - measurable is best
- Quantify achievements - numbers, percentages and timelines
DO: Writing the ECQ'S

- Strictly adhere to all instructions: 1 inch margins; 12 pt font and 10 page narrative limit
- Use action-oriented verbs (active voice rather than passive) Example:
  - **Active:** I established a new team structure that eliminated the need for six supervisors.
  - **Passive:** The establishment of a new team structure was considered one of my best accomplishments in that it reduced the need for 6 supervisory positions.
- Use transitions
- Spell out and limit use of acronyms
- Write in layperson's terms
- Show results
- Talk about your vision for the program
- Use the person "I" instead of the third person "we"
- Ask others to read and critique
DO NOT: Writing the ECQ'S

- Use examples older than 10 years
- Refer the reader to other parts of the ECQ
- Use the same example for more than one ECQ
- Include pictures
- Overuse bolding and underlining
- Make reference to known figures (e.g. Senator Jones)
- Make disparaging remarks about former supervisors or subordinates
- Reveal information about your political affiliation or activities
- Use more than 2 examples per ECQ
- Include vague statements that leave open-ended questions.
The Department of Wakanda’s Bureau of Goldstar (BOG) Eastern Currency Facility located in Northwest Wakanda is a large industrial manufacturing facility that annually produces approximately 60% of the nation’s Vibranium. As the Chief of Vibranium Manufacturing since 2004, I was responsible for all Vibranium production. In November 2016, I became Acting Associate Director (SES position) and was responsible for the entire BOG facility in addition to the manufacturing operations in our BOG facility. (Context)

The BOG floor spans 170,000 sq. feet and is staffed with 536 production employees who work across 3 shifts a day, five days a week. Over the past 5 years, there was a steady rise in workers compensation hearing loss claims, totaling $22million. Employees were not consistently or properly wearing their hearing protection and supervisors and managers were not enforcing the policy. Overall accountability was lacking. Auditory testing was done by the Plant “Nurse” who lacked the expertise to deliver accurate and reliable auditory testing. Some employees viewed this as an opportunity to “scam” the program and supplement their retirement income via a workers compensation claim. The challenge I faced was how to safely protect our employees, protect the agency from financial loss and change the culture from reluctance to embracing the use of hearing protection. (Challenge)
I commissioned a diverse cross-functional management team to investigate why the hearing policy was not having the desired results of protecting employees and reducing hearing loss claims. I directed the team to reach out to other federal agencies to gain additional insight and share lessons learned. (Action) This resulted in identifying Wakanda Federal Health (WFH) to assist in our evaluation. WFH noted that the decibel readings in many sections of the facility were below OSHA standards required to place employees in the Hearing Conservation Program. Yet all employees were in the OSHA Hearing Program. FOH explained that when employees are in such program, it creates a presumption the employee works in a noisy environment. I had seen a steady flow of employees’ filing hearing loss claims just before they retired.

I reached out to the Department of Labor (DOL) to gain insight and learned that DOL assumes the employee works in a noisy environment because they are a part of the Hearing Conservation Program. As a result of my efforts, several initiatives were instituted that included testing by a professional audiologist, issuance of a new Hearing Policy that impacted 536 employees and 225 contractors. I called an All Hands meeting to provide background, provide a venue to answer questions and to achieve buy-in from all employees. As a result of the implementation of my vision, 244 employees were removed from the program with 292 remaining. Approvals of workers compensation claims immediately preceding retirement were reduced by 85%. (Result)
During my 10-year residence in Springfield, IL, I did volunteer work for the Citizens Budget Committee, and was later appointed to the city’s Zoning Commission. I acquired a broad-based knowledge of city planning regulations and policies and an understanding of how local politicians vote on particular issues. Because of my successful track record in those positions, the Mayor asked me to lead a citizens group in planning and implementing a City Improvement Program. (Challenge) I recruited approximately 50 volunteers and educated them in the areas of public and municipal finance and capital improvement planning. (Action) The team was committed to serving their customers—fellow residents—and to meeting the Mayor’s high expectations for improving the quality of life in Springfield. (Context) I led the volunteers in a local election campaign to increase the city sales tax from 4 to 5 cents. I marketed the idea by talking to citizens groups and local politicians, describing the benefits of an attractive city and better access to recreational facilities. (Action) These meetings were covered by local TV and radio stations, which helped to spread our message. In the local election, citizens voted to increase the sales tax to 5 cents. The additional $1.5 million raised annually through the tax increase was used to establish additional parks, athletic fields, walking and bike trails, and other recreational facilities. (Result)

The highlighted C-C-A-R is for our training purposes. Do NOT indicate C-C-A-R in your submission.
IN CONCLUSION

DONT FEEL OVERWHELMED

BEGIN TODAY TO THINK OF YOURSELF AS A LEADER AND CLASSIFY EVERYTHING YOU DO WITHIN THE ECQ’S. THINK OF EVERYTHING YOU DO IN TERMS OF LEADERSHIP.

MENTORS ARE IMPORTANT

THINK OF SOMEONE IN YOUR ORGANIZATION YOU RESPECT AND SEE IF YOU GET ON THEIR CALENDAR. DEVELOP AN ONGOING RELATIONSHIP WITH THEM. ASK QUESTIONS ABOUT LEADERSHIP AND ECQ’S AND FOLLOW UP ON SUGGESTIONS RECEIVED. A THANK YOU NOTE ALSO GOES A LONG WAY.

TAKE TIME TO DEVELOP YOUR ECQ’S

YOU CANNOT WRITE THEM IN A DAY BUT TAKE SOME TIME. TAKE ONE ECQ AT A TIME AND START DEVELOPING. ONCE THEY ARE DONE, YOU CAN USE THE SAME ECQ’S FOR EVERY APPLICATION AS ECQS ARE STANDARD THROUGHOUT GOVERNMENT.
IF YOU ARE INTERESTED IN
FURTHER INFORMATION OR
WORKING WITH CAROL:

For further information on Coaching & Coaching programs, contact CAROL at:
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Our next program: “Leading Without A Title” will start January 31 and is an online training seminar for 6 weeks. Also included in the training are 2 individual private coaching sessions with me. Space is limited to 15 and only a few slots are left.

The radio program, T.E.A. Time with Carol airs every Saturday at 4:00 PM (est) on streaming radio. It airs on Facebook/Empowerment Radio and other social media or you can dial in at 1-781-448-0411. We have amazing guests and topics each week.

FOR FURTHER INFO: