

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Guide To Senior Executive Service Qualifications

September 2012

a New Day for Federal Service

EXAMPLE OF RESUME

The following example illustrates a good resume for a Senior Executive Service candidate being certified. Candidates should keep the ECQs in mind as they write their resumes, but it is not necessary or even advisable to annotate the resume with “Leading Change,” “Leading People,” “Results Driven,” “Business Acumen,” or “Building Coalitions.” However, for purposes of illustration, these five phrases appear throughout the example to show possession of the ECQs.

These two examples, from an actual Qualifications Review Board case, have been modified to protect the privacy of the SES candidate.

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EXECUTIVE MANAGEMENT

Leadership & Execution / Strategy Development / Innovation / Business Process Improvement

PROFILE

Accomplished and results-driven executive with proven track record of leading organizations in creation of new products and services that increase profitability, expand customer base and propel annual sales of 100+ million. Accountable for driving profitability by managing profit and loss success for budgets of over \$50 million and up to 350 staff. Acknowledged talent in innovating and launching complex, solution-oriented technical systems, including a government system currently managing over 5 million documents. Proven leader with the ability to identify and capitalize on individual strengths, motivate teams and implement vision to achieve business goals on a global level. Core competencies include:

- Developing Winning Teams
- Developing Strategy
- Leading Change
- Innovation
- Negotiation
- Program Management

SELECTED ACCOMPLISHMENTS

Led innovative transformation of Federal agency’s digital information operations to keep pace with market needs for publishing. *Leading Change*

- Developed innovative transformation strategy to convert agency's digital information systems and launched an award winning, world-class content management system, scaled to accommodate 100s of millions of documents *Leading Change*
- Established and executed strategy to provide bulk data, in collaboration with the White House and the Office of the Federal Register. *Leading Change*
- Established a comprehensive Enterprise Architecture program to guide the agency on technology selection, migration, and management. *Business Acumen*

- Managed agency's IT operations, achieving industry recognition for green initiatives and utilization of advanced solutions, such as virtualization and cloud computing. *Business Acumen*
- Structured and staffed a technology management organization. Defined system requirements, selected optimum technologies and delivered complex solutions. *Leading People, Results Driven*
- Established Program Management Office that now functions as one of the highest performing and in-demand groups, effectively selecting optimum technologies and delivering complex agency-wide solutions. *Results Driven, Leading People*
- Created and launched a digital processing photo system, capturing over \$100 Million in annual equipment sales and supporting a \$2 Billion service business. Directed all aspects of \$50M annual budget and expense management for new product line. *Results Driven, Business Acumen*
- Developed information system for collaboration with foreign camera and film manufacturers. This effort supported the successful launch of the last consumer film format and delivered advanced features to the consumer photo market. *Business Acumen, Building Coalitions*
- Drove development and delivery of unique computer storage product to market in less than 15 months of company launch,exceeding expectations for product pricing and manufacturing schedule. *Results Driven*

PROFESSIONAL EXPERIENCE

Chief Information Officer/ Chief Technical Officer January 2004 to present
Agency Headquarters, Washington, DC

Developed innovative transformation strategy and then lead development of advanced digital systems,IT operations and technology management. Directed 140 staff and \$40 Million annual budget.

Restructured and managed IT operations to accommodate needs of Congress and Federal agencies. Delivered new information systems consistent with strategy. Negotiated licensing agreements for technology component implementation into digital content system. Developed technology selection processes to effectively identify best agency solutions. Attained Top Secret clearance.

- Administered cross-functional teams to develop comprehensive Concept of Operation and detailed system requirements for the new agency-wide digital information system. Directed development of complex acquisition strategy to procure integrator for new digital system. *Leading Change, Leading People*
- Supervised, developed, monitored, and mentored staff and subordinates within the Office of the Chief Information Officer as well in other components. *Leading People*
- Awarded a multi-year contract to develop digital content system. Award process is now referred to by industry analysts as a best-in-class example for other agencies to follow for performance-based contracts. *Results Driven, Business Acumen*

- Collaborated with the White House and the Office of the Federal Register to provide free access to bulk data. This accomplishment was a key part of the initiative. *Building Coalitions*
- Launched and chaired a cross-agency planning board tasked with managing strategic investments. This effort dramatically improved communications and positively impacted investment performance. *Building Coalitions, Results Driven*
- Implemented teambuilding exercises and facilitated teambuilding training sessions to improve morale and to eliminate management/staff conflicts, Equal Employment Opportunity (EEO) complaints and minimize resistance to change. *Leading People*
- Originated and introduced agency-wide processes to effectively manage programs through leveraging best practices. Established a comprehensive Enterprise Architecture program to guide the agency on technology selection, migration, and management. Effort established needed discipline for developing and deploying solutions, improving time-to-performance and overall operational efficiency. *Leading Change, Results Driven*
- Dramatically reduced operating costs through optimizing IT system configurations utilizing virtualization techniques and cloud computing. As a result, recognized as a finalist at the Computer World's 2008 Green IT symposium. *Results Driven*

Executive Director, Product Management & Marketing February 2003 to January 2004
Corporate Headquarters, Chicago, IL

Administered Product Management and Marketing departments with responsibility for P&L of all products in short-run durable graphics market. Accountable for driving sales of existing product line and developing new business. Led development of new product line which transitioned and positioned the company into the next generation of digital printing technology for the specialty graphics market.

- Restructured Product Management organization to new focus on Product Lines and Portfolio Management, resulting in delivering increased operations efficiency. *Leading Change, Results Driven*
- Oversaw transition of marketing department from traditional hard-copy marketing to web-centric marketing concepts, including utilizing internet tools for prospect mining. *Leading Change*
- Developed and launched comprehensive product strategy for short-run durable graphics business, positioning the corporation as a leader in its field. *Leading Change, Results Driven*
- Established a viable and efficient workflow and process across disciplines within the Product Management & Marketing Division. Empowered staff at all levels, and enabled staff to be a part of the successful business results. *Leading People*

General Manager – Digital Systems**July 1997 to February 2003****Corporate Headquarters, San Francisco, CA**

Attained over \$100 Million in annual revenue which supported \$2 Billion in revenue within \$7 Billion Consumer Imaging Division. Developed innovative transformation strategy for the industry and led \$50M annual budget and 350 staff, including hardware and software development organization. Transitioned organization from a hardware-intensive organization to a software/systems- centric organization in order to best support digital market. Structured and negotiated partnership relationships with equipment and system manufacturers to provide equipment compliant with system requirements.

- Spearheaded a process that individually scans and digitally processes pictures, revealing richer detail and vibrant color and improving sharpness and contrast. This process is currently the foundation of digital print processing for conventional film and digital images. *Leading Change, Results Driven*
- Architected and executed a comprehensive digital product strategy for the digital business, positioning as a leader in delivery of digital services. *Leading Change, Results Driven*
- Led technology and strategy development teams tasked with charting a new direction for traditional systems to digital printing and alternate output technologies. Achieved delivery of solutions that met business goals and output quality goals. *Leading Change, Leading People, Results Driven, Building Coalitions*

Technical & Strategic Director, New Business Opportunities April 1995 to July 1997**Corporate Headquarters, Manhattan, NY**

Oversaw new business development for including integrating traditional image capture and digital technology into new product and service offerings. Identified key technologies required for the successful development of the next generation of products based on market needs and targeted consumer value propositions.

- Planned and delivered innovative Product and Technology development strategy downstream products, resulting in numerous successful product introductions. *Results Driven*
- Created business plans for products and initiated product development of 3 new product families for the next generation of product offerings. *Leading Change*

Vice President, Engineering & Co-Founder**April 1993 to April 1995****Corporate Headquarters, Dallas, TX**

- Drove development and delivery of product to market in less than 15 months of company launch, exceeding expectations for product pricing and manufacturing schedule. *Leading Change, Results Driven*

EDUCATION

Bachelor of Science – Electrical Engineering

Purdue University, West Lafayette, IN

PROFESSIONAL MEMBERSHIPS

Smith College of Information Sciences, Institute of Technology

Dean's Council Member and Chair, 2005 to present

National Digital Strategy Advisory Board, Member of the Library of Congress Advisory Board,
2005 to present

George Washington University graduate program in Publishing, Member of the Advisory Board,
2008 to present

International Sign Association, Board of Directors, 2003

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PROFILE:

- Highly skilled in leading and executing complex and multi-disciplinary projects at all organizational levels
- Proven leader and manager of national programs, resources, and staff
- Over 28 years' experience as a telecommunications and information technology professional

EXPERIENCE:

Executive Assistant, GS-15

February 2009 – Current

Agency Headquarters, Washington, DC

Direct oversight of four major programs and nine operational divisions providing information technology services for the agency. Directly coordinate with Regional Directors and Office of the Secretary staff. Synchronize all efforts to achieve the agency requirement to enable global support of staff operating from a securely managed network with reduced cost of ownership.

Accomplishments:

- Created a secure data network which serves as the baseline for a global enterprise data network. This new network increased information security two-fold while providing unfettered access to critical user information. *Results Driven*
- Developed innovative policies for providing secure wireless email at the enterprise level. These policies are now being incorporated by other Federal Government agencies. *Leading Change*
- Integrated best business practices from commercial vendors and created an efficient automated process to re-image more than 5,000 computer systems to a common secure baseline. *Results Driven*
- Met weekly with Senior Leaders to assist them in achieving the necessary change management in their organizational processes. Encouraged discussion of differences to generate the best options for implementation. *Building Coalitions, Leading People*
- Created the initial templates for global enterprise that can deliver objective levels of service with measurable metrics. *Results Driven*
- Presented the methodology to execute a myriad of policy changes at several forums and conferences. *Building Coalitions*

Senior Program Manager, GS-15

May 2005 – January 2009

Agency Headquarters, Washington, DC

Led a 4,000 person communications organization responsible for providing communications and information management to staff worldwide.

Accomplishments:

- Negotiated multi-year funding, coordination, and implementation for fiber optic infrastructure valued in excess of \$20 million and supporting 10,000 users. *Building Coalitions, Business Acumen*
- Led the transition from legacy microwave systems to a cutting edge fiber optic network with upgraded technological capabilities that increased the carrying capacity capability 90-fold. *Leading Change*
- Managed requirement analysis and implementation of a \$40 million annual contract for communications architecture. *Business Acumen*

Program Manager, GS-15

August 2002 – April 2005

Agency Headquarters, Washington, DC

Responsible for integrating and coordinating information technology requirements and emerging enterprise solutions nationwide. Executed an annual program budget greater than \$160 million.

Accomplishments:

- Directed server consolidation and change management of an 1800 person organization resulting in a reduction of 3 large email servers and a reduction from 11 support contracts to 3, with a net savings of more than \$5 million. *Results Driven, Business Acumen*
- Expanded information assurance and compliance. Reduced non-compliance from nearly 85% to less than 2% across the organization within 5 months. *Results Driven*
- Successfully negotiated for critical funding to provide enterprise technology. This funding enabled the construction of 4 consolidate server locations throughout the country. *Building Coalitions, Business Acumen*
- Successfully integrated 7 incongruous unit level networks into 1 agency wide network. Led the migration of more than 8,000 email users from legacy exchange service to 1 email system. *Results Driven, Leading Change*

Director, Transition Office, GS-15

June 2000 – July 2002

Agency Headquarters, Washington, DC

Led the new Presidential Administration transition team, from confirmation of the Secretary to the vetting, selection, and submission of all political appointee nominations including those requiring Senate confirmation.

- Built and managed the workforce needed to staff the Transition Office. Ensured employees were appropriately appraised and rewarded. *Business Acumen, Leading People*
- Inspired team commitment and motivation resulting in the processing of over 5500 applications for 140 political appointment positions. *Leading People, Results Driven*
- Established a comprehensive vetting and tracking process that enabled senior selection officials to effectively and fairly interview prospective candidates and make selection recommendations to the President for final approval by the Senate. Completed initial recommendations to the Secretary and President for all primary positions within 4 months of commencing transition activities. *Results Driven*

- Directed the comprehensive preparation activities for the Secretary and Deputy Secretary for their Senate confirmation hearings, including overcoming repeated obstacles in a high pressure environment. *Leading Change*

Vice President, Government Sector

July 1997 – May 2000

Corporate Headquarters, Fairfax, VA

Annual salary: \$145,000

Responsible for developing a new Government Sector business unit. Established and implemented information technology programs in support of Federal Government contracts.

Accomplishments:

- Implemented metrics for defining efficiency, effectiveness and overall success of the business unit. *Results Driven*
- Developed program managers in order to leverage their full range of expertise and capabilities. Encouraged workforce diversity to create atmosphere conducive to high quality service. *Leading People*
- Ensured programs were awarded subsequent contracts. Exceeded corporate goal for contracts by \$10 million. *Results Driven*

Special Projects Officer, GS-14

August 1995 – June 1997

Agency Headquarters, Arlington, VA

Provided administrative and protocol support to the Director and Deputy Director of an agency engaged in global research and development of security protocols and emerging technologies. Maintained Top Secret security clearance.

Accomplishment:

- Successfully led an organizational change management initiative to maintain relevancy and core expertise. Collaborated across agencies to build strategic relationships resulting in an increase in customer requests for briefings by agency experts. *Leading Change, Building Coalitions*

EDUCATION:

Master of Business Administration, Georgetown University, Washington, DC

Bachelor of Science - Engineering, Northwestern University, Evanston, Illinois

PROFESSIONAL DEVELOPMENT:

Leadership for a Democratic Society, Federal Executive Institute, Charlottesville, Virginia

AWARDS:

Special Act Award 1997

Secretary's Award 2002

Special Service Award 2005

Appendix A: Tips for Writing Effective ECQ Narratives, Accomplishment Record Narratives, and Resumes

Format

- Follow the instructions in the announcement carefully; ignoring page limits or other formatting requirements may jeopardize your application.
- Material should be easy to read.
 - Use paragraphs to separate items.
 - Use headings and subheadings to indicate categories.
 - Use 12pt font and 1 inch margins.
- Application should be neat, clean, and typed.
- Make sure photocopies are legible.
- Don't attach copies of training certificates, awards, or position descriptions.
- Number all pages.

Stay Focused

- Focus on leadership rather than managerial and technical abilities; all three are important, but leadership is most important. Use clear, concise narratives written in the first person.
- Follow the Challenge-Context-Action-Result model.
- Each ECQ or competency should contain specific, job-related experiences with specific accomplishments.
- Focus on what you have accomplished personally, but don't exaggerate.
- Show that you have the qualifications needed to succeed in the Senior Executive Service.
- Focus on your vision for the organization not your personal vision.
- Focus on recent experience, education, and training. Some reviewers consider experience that's over 10 years old to be stale.
- Highlight awards or other forms of recognition that relate specifically to an ECQ or competency, e.g., "Human Resources Manager of the Year."
- Address the fundamental competencies over the course of the complete ECQ narrative.
- Include non-Federal experiences (e.g., private sector, volunteer and professional organizations) if they support the ECQ or competency.
- Include relevant education or training enhancing your skills in a particular ECQ or competency.
- Include examples of special assignments and details.
- Include special qualifications if relevant to the position sought: public speaking, publications, languages spoken, membership in related professional organizations or scientific societies, or expertise in a technical area (e.g., budget, information technology).
- Show measurable results, especially in terms of improved customer service, increased efficiency, productivity, or money saved.
- Spell out all acronyms.
- Write in short, complete sentences (subject, verb, proper tense agreement).
- Use common words and expressions instead of bureaucratic ones.
- Economize on words and expressions, but not to a cryptic extreme.

Good: I briefed Congress.

Bad: I conducted a briefing to key Congresspersons and their staffs. (10 words.)

Things to Avoid

- Avoid vague narratives.
Good: I produce two weekly radio shows, one monthly television program, and a bimonthly newsletter to 10,000 employees located in 12 regional offices.
Bad: I manage various communication processes to field offices.
- Avoid using an identical example for more than one ECQ or competency.
- Avoid a “laundry list” of activities without context, actions, or accomplishments.
- Avoid typos or grammatical errors. Don’t assume Spell-Check and Grammar-Check will catch all the errors; proofread every word.
- Avoid combining any of the ECQs or competencies.
- Never address an ECQ or competency by referring the reader to other parts of your application (e.g., resume).
- Avoid narratives that describe your personal beliefs, philosophies, or commitment to social or political causes unless they are necessary to describe the results you have achieved.
- Avoid revealing information about your political affiliation or activities unless you are using experience as a political appointee to qualify.
- Avoid identifying your race, sex, national origin, color, religion, age, marital status, physical or mental disability, sexual orientation, or any other non-merit factor.

Tone

- Be friendly and professional, not stilted, formal, or chatty.
- Avoid passive verbs; use active verbs with the personal “I.”
Good: I established a new team structure that eliminated the need for six supervisors (only 13 words; concise, clear, good use of personal “I” with an active verb).
Bad: The establishment of a new team structure was considered one of my best accomplishments in that it reduced the need for six supervisory positions (too long--24 words; stilted, awkward sentence structure, passive verb).

References

- Make sure that individuals you provide as a reference can attest to your ability to perform the Senior Executive Service job and can speak to your specific competencies in the Executive Core Qualifications.
- Contact references and tell them about positions for which you have applied.
- Be sure reference information is current (e.g., telephone numbers, addresses).

And Finally...

- When you’re finished, ask three people (at least one current or former SES member) to review your application and provide constructive feedback.