



Army's New Leader

*Ms. Suzanne Torres, Chief of Operations
and*

Ms. Michelle Francois, Operations Division

Senior Executive Service (SES) Operations Division

Civilian Senior Leader Management Office (CSLMO)

**Assistant Secretary of the Army for Manpower and Reserve Affairs
(ASA, M&RA)**



- Army's Senior Executive Service (SES) Hiring Process
- Writing Executive Core Qualifications (ECQs) and the Qualification Review Board (QRB) Process
- Senior Enterprise Placement Program Option 2- SES Detail
- A SES in Army



Executive Resources Board Recommendation and SecArmy approval

90 working days from closing date of vacancy announcement to complete

Vacancy Announcement posted for a minimum of 14 days

Preliminary review and eligibility determination of applications by HR specialist

Rating and ranking of eligible applications and determination of Best Qualified

Interview panel convenes and provides Selecting Official with a primary and alternate candidate

Selecting official makes selection and presents to the Executive Resource Board

SecArmy decision obtained

Agency submits selectee package to OPM for QRB certification



How to Write ECQs





Manager Vs. Leader

Manager	Leader
Detail Oriented	Big Picture
Follow Vision	Forge a Vision
Task more important than People	People more important than task
Tunnel Vision	Panoramic Vision
Ensure Project stays on path	Ensures people stay on path
React to Situations	Create Opportunities
Coordinate effort	Inspire achievement, energize people
Provide instructions	Coach followers, create and empower self-leaders



Creativity and Innovation

- New insights, encourages new ideas and innovations

External Awareness

- Up to date on local, national and international policies and trends

Flexibility

- Open to change and adapts to changing conditions or unexpected obstacles

Resilience

- Deals effectively with pressure

Strategic Thinking

- Formulates objectives and priorities and implements plans

Vision

- Acts as catalyst for organizational change and translates vision into action



Team Building

- Inspires and fosters team commitment. Facilitates cooperation and motivates to accomplish goals

Conflict Management

- Anticipates and takes steps to prevent counter-productive confrontations

Developing Others

- Develops the ability of others to perform and contribute to the organization

Leveraging Diversity

- Fosters an inclusive workplace where diversity and differences are valued



Accountability

- Holds self and others accountable for measurable high-quality, timely and cost-effective results

Customer Service

- Anticipates and meets the needs of both internal and external customers

Decisiveness

- Makes well-informed, effective, timely decisions with limited data

Entrepreneurship

- Positions the organization for success by identifying new opportunities

Problem Solving

- Identifies and analyzes problems

Technical Credibility

- Appropriately applies principles, procedures, regulations related to specialized expertise



Financial Management

- Prepares, justifies, and administers program budget. Oversees procurement and contracting

Human Capital Management

- Recruits, builds, and manages multi-sector workforce and manages a variety of work situations

Technology Management

- Makes effective use of technology to achieve results



Partnering

- Develops networks and builds alliances

Political Savvy

- Perceives organizational and political realities and acts accordingly

Influencing/Negotiating

- Persuades others and builds consensus through give and take. Gains cooperation from others to accomplish goals





- Results Oriented Approach
- Write-up is focused on demonstrated executive leadership; not managerial or technical
- Focus on candidates accomplishments, not the organization's.
- No more than 2 examples per ECQ
- Examples are less than 10 years old
- Follow CCAR model; include the why, how, and what
- Examples are relevant to leadership
- Majority of competencies are addressed
- Examples organized well (clear and easy to follow)



Make sure to

- Strictly adhere to 1 inch margins, 12pt font and 10 page narrative limit. (Number pages)
- Limit introductory summaries to 1 paragraph (it counts towards 10 page narrative limit)
- Include Quantifiable achievements (numbers, percentages, and timelines)
- Include measurable results (whenever possible)
- Use action oriented verbs (active vs passive voice)
- Use transitions



Make sure to

- Include experience in public, private sectors, or volunteer experience if it demonstrated executive leadership
- Describe experience and accomplishments in a clear and organized manner.
- Ensure selectee uses personal “I” instead of the third person (Traditional Method)
- Ensure Layman’s terms are used
- Proofread
- Spell out and limit the use of acronyms



Scenario

- **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).*
- **Good:** *I briefed Congress.... (short).*
- **Bad:** *I conducted a briefing to key Congresspersons and their staffs.... (10 words).*



AVOID

- Including the same example for more than one ECQ
- Including vague statements that leave open-ended questions
- Including statements that describe personal beliefs, philosophies, or commitment to a social or political cause
- Grammatical errors and typos
- Referring to other parts of the ECQ narrative
- Overuse of bolding and underlining



AVOID

- Including disparaging remarks about former managers, colleagues, or organizations
- Including information about political affiliation or activities
- Bureaucratic words and expressions
- Including ECQ definitions



U.S. Office of Personnel Management

<https://www.opm.gov/policy-data-oversight/senior-executive-service/>



Qualifications Review Board

U.S. Office of Personnel Management



- Composed of three SES members, each from a different agency, at least two must be career appointees.
- Independently review cases and makes final determination about a selectee's ECQs through consensus or majority vote.
- Serve three month appointments.
- Convenes weekly (Live and virtually).
- Names of members and their organizations not subject to release.



- Assess the overall scope, quality, and depth of a candidate's executive qualifications within the context of the ECQs.
- Determine whether the candidate has demonstrated executive level expertise and possesses the executive qualifications needed for entry and success in the SES.
- Certify the executive qualifications of all new career SES appointees and Candidate Development Program graduates.

NOTE

- Does not rate, rank, or compare one candidate's qualifications against those of other candidates.
- Does not consider or see TQs
- QRB certification does not expire.

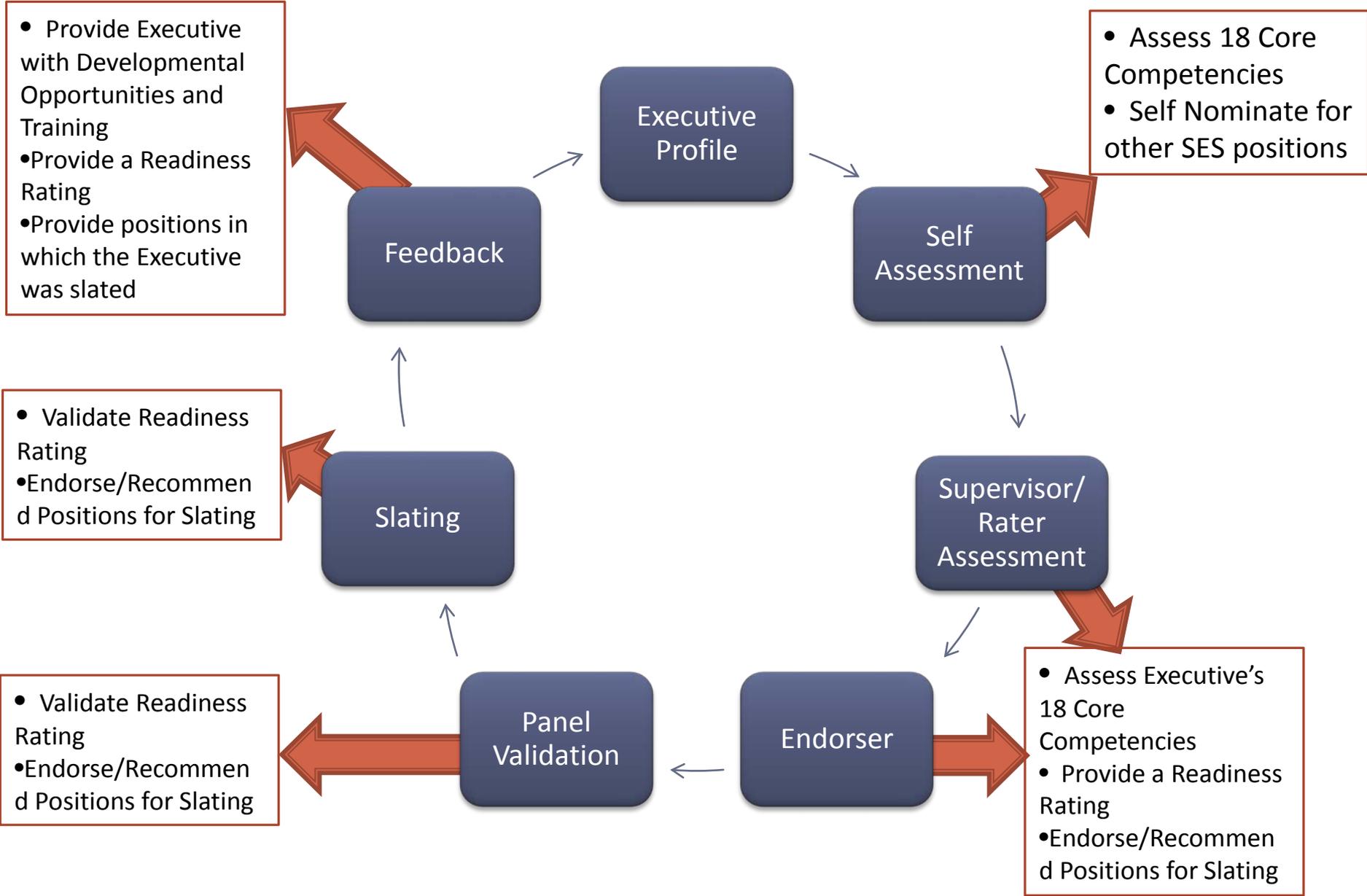


What to Expect



Senior Executive Service Lifecycle Framework







Senior Enterprise Talent Management Enterprise Placement Program Option 2 (SES DETAILS)

*A Talent Management Policy and Program
for Career Army Civilians*

The Department of the Army began a Moratorium on Senior Executive Service (SES) Qualifications Review Board (QRB) Cases effective 8 June 2015. In accordance with 5 CFR 317.502(d), this Moratorium will last until a new Secretary of the Army has been appointed. This action affords the new agency head the greatest flexibility in making executive resource decisions.

The Department of the Army is taking this period of time to temporarily fill SES positions using the Senior Enterprise Talent Management Enterprise Placement Program (SETM-EPP Option 2). Due to this being the primary method for filling most SES Tier 1 positions, the Department of the Army is providing an additional opportunity to apply to the SETM-EPP Option 2 program.



Senior Enterprise Talent Management Enterprise Placement Program Option 2 (SETM-EPP 2)

- Allows selecting officials the ability to consider Army Enterprise Employees (AEE) for an SES detail assignment of up to 1 year to a designated Army SES position.
- SETM-EPP Option 2 enhances organizational efficiency by providing a designated AEE with a challenging senior-level assignment while allowing a selecting official the opportunity to temporarily fill an SES position.



- Current GS-15s or equivalent pay band employee serving in a permanent Army Civilian position
- All employees must have completed their probationary period as a civil servant and be in a permanent Army Civilian position.
- Possess at a minimum a baccalaureate degree from an accredited college or university
- Possess at a minimum a Secret Security Clearance
- NAF and DCIPS employees are eligible to participate



- Must be willing to be mobile and accept a Temporary Change of Station (TCS) or (TDY) assignment
- Must be willing to be temporarily detailed to a command/organizational nominated SES position with no increase in pay or benefits.
- Obtain a letter of recommendation from the senior SES or GO in his/her chain of command.
- All eligible employees that do not have CES Advance completion at the time of application may apply. If selected for SETM-EPP 2 they will be required to enroll in the CES Advance Course upon selection to the SETM-EPP 2 program."



- Locality Pay remains the same; RPA not required;
- Family not authorized TDY funding;
- 179 days or more requires the appropriate authority for authorizing/approving TDY assignments in excess of 180 consecutive days at any one location is:
 - (1) The Secretary concern,
 - (2) Service Headquarters, if delegated,
 - (3) DoD Component Director,
 - (4) The Chief of an appropriate bureau/staff agency specifically designated for that purpose (2 Star equivalent), or
 - (5) Commander/Deputy Commander of a Combatant Command.
- This authority must not be re-delegated, except as stated for Service Headquarters Return to Permanent Duty Station (PDS)
- Per diem is designed to offset lodging and Meals and Incidental Expenses (M&IE) costs incurred while performing travel, and/or TDY away from the PDS.
- Per diem rates are based on the TDY location, not the lodging facility location.
- Reduced per diem may be authorized by AO.



- 6-30 months away from PDS – Must return back to PDS at 30 months or TCS location may become the employee's PDS; TCS no longer than 30 months.
- Employee's locality pay rate will change to temporary location - RPA required – Family may be authorized to accompany employee;
- 1. Authorized Allowances. An employee is authorized:
 - a. Mileage Allowance (MALT), if a Privately Owned Conveyance (POC) is used;
 - b. Employee's travel and transportation expenses (par. 5534-C1b for per diem);
 - c. Transportation and dependent per diem (Ch 5, Part B3);
 - *d. Household Goods (HHG) transportation and Shortage in Transit (SIT) (Ch 5, Part B5);
 - *e. MISCELLANEOUS EXPENSE ALLOWANCE (MEA) (Ch 5, Part B10);
 - f. Mobile home transportation instead of HHG transportation (Ch 5, Part B7); g. POV(s) transportation (Ch 5, Part B6);
 - g. RELOCATION INCOME TAX (RIT) allowance (Ch 5, Part B16); and Storage of POV ICW support of Contingency Operations only (par. 5742).
- 2. Allowances Not Authorized. An employee is not authorized:
 - a. TDY travel allowances (including per diem), TDY transportation allowances, and AEA (Ch 4, Part C),



- b. Non-emergency storage of a POV.
- B. Discretionary Allowances. The employee may be authorized:
 - 1. A House Hunting Trip (HHT) (Ch 5, Part B12); and TQSE, while occupying temporary lodging (Ch 5, Part B9);
 - 2. NTS of HHG ***when necessary during the assignment*** (FTR §302-3.414, §302-3.415, §302-3.416, and §302-3.417) (Ch 5, Part B5d). a. HHG may be in Non-temporary storage (NTS) for the TCS duration.
 - *a. The Transportation Officer (TO) determines the NTS location.
 - b. The total weight of HHG stored plus the weight of HHG transported is NTE 18,000 lbs. The employee is personally financially responsible for all excess costs if the total weight of stored and transported HHG exceeds 18,000 lbs.; and
 - *3. Property Management (PM) Service at the Employee's Old PDS Residence, for the TCS Duration
- TCS allowances (par. 5902) stop on the day the temporary official station becomes the PDS.



1. Log into the SETM Automated Website located at <https://www.csldo.army.mil//Index.aspx>.
2. Download the SETM checklist from the link located on the right side of the homepage. Use the checklist as a guide to ensure all required documents are uploaded into your automated SETM application.
3. Locate the "Applicant Toolkit" link and complete the "Applicant Career Brief " and "Applicant Survey".



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SETM
Senior Enterprise Talent Management

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Welcome (EDMUND.SHAW)
[Printer-Friendly Help](#)

Welcome to the Army Senior Enterprise Talent Management Website

A Message from the Chief, Civilian Senior Leader Development Division [Edit](#)

Civilian senior leader eligibility for the Civilian Talent Management Program (CTMP) is changing with the ongoing conversion from NSPS to GS classification systems. The CTMP definition for Applicants eligibles remains the same, yet former NSPS employees now classified at the GS-14 level are not eligible for noncompetitive placement into the Army Enterprise Positions. While HQDA continues to view this talented group of motivated employees as civilian senior leaders, the CTMP Policy defines only GS-15 equivalents as eligible for AEP placement.

The CTM Division is retaining the CTM System data submitted by formerly validated GS-14 employees for further review and analysis as HQDA discusses the way ahead for civilian senior leader programs and possible expansion. Previously validated GS-14 employees will have limited access to the CTM System.

I hope you will continue to monitor the way ahead for the CTMP. The CTMP career advisors will continue to be available to assist all Army civilian senior leader employees with questions on preparation for career broadening plans. The website main page will continue to be available for Army employees to view the most current news related to the CTMP.

Mark W. Schaefer
Division Chief
Civilian Senior Leader Development

Add Item

New Users

Senior Enterprise Talent Management (SETM) Process [Edit](#)

This year, Army will use an automated application process within the Senior Enterprise Talent Management System (SETMS) to receive applications from GS-14 and GS-15 equivalents for SSC, DSLDP, SETM-TDY and the SETM Enterprise Placement program. GS-15 equivalent Army Senior Civilians are eligible to apply for the Enterprise Placement Program. GS-14 and GS-15 equivalents are eligible to apply for SSC, DSLDP, and SETM-TDY.

The SETM Program is designed to afford selected GS-14, GS-15, or equivalent Army Senior Civilians, an exceptional professional development, senior-level educational or experiential learning opportunity.

See the "How to apply for SETM" link on the left side of the page for the application process. Applicants can click the "Help" link at the top of any page to access a step by step "Users Guide" for instructions on how to complete the Applicant Career Brief and Applicant Survey.

1. Do you see your name or Guest?
2. Do you see the Applicant Toolkit link?
3. If you are a GS 12 - 15 equivalent and cannot answer yes to questions 1 and 2 please contact the CSLMO POCs.



UNCLASSIFIED INFORMATION - FOR OFFICIAL USE ONLY (FOUO)

frequently asked questions for more information.
 Good luck to you and my staff and I look forward to receiving your application.

All the best,

Gwendolyn R. DeFilippi

Director, Civilian Senior Leader Management Office

Chief Representative will review applications, provide their input and update their FCR OMLs.

- 19 Oct - 23 Oct 15: Command Boards will review and board SETM-EPP 2 applications only.
- 26 Oct 15: SETM-EPP 2 Order of Merit Lists are due to CSLMO from the Commands.
- 28 Oct - 3 Nov 15: HQDA SETM Board will review and vote SETM-EPP2

AY 2016 - 2017 Senior Service College (SSC), AY 2016 - 2018 Defense Senior Leader Development Program (DSLDP), and SETM/ETM application checklists. [Edit](#)

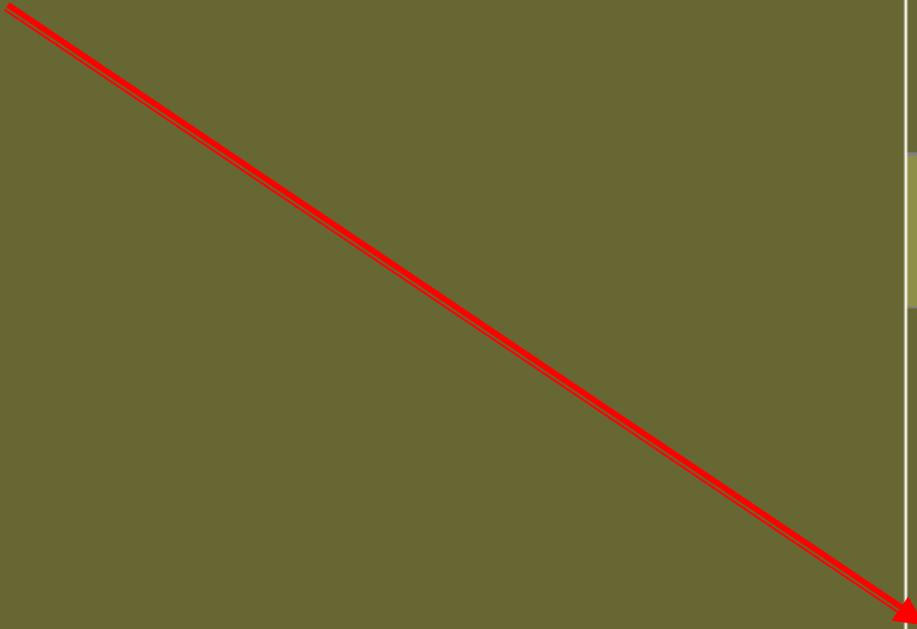
SETM and ETM applications must go through each Command's internal approval procedures, timelines and board selection process. Commands will forward all board approved applications to HQDA, ASA M&RA, CSLMO.

Senior Enterprise Talent Management (SETM): SSC, DSLDP, TDY, EPP, ASCF Applicant Checklist.

[SETM Applicant Checklist](#)

Enterprise Talent Management (ETM): CGSOC, ELDP, TDY and Shadowing

[ETM Applicant Checklist](#)





SETM



Home
 SETM Organization and Mission
 Vacancy Announcements
 AEP Reassignments
 Army Enterprise Positions (AEP)
 SETM Policy and Communications
 Training & Education
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 How to apply for SETM
 Graduate Placement

Applicant Toolkit 
 SETM Administration 
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 Useful Links
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Senior Enterprise Talent Management



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- [Applicant Career Brief](#)
- [Applicant Survey](#)
- [FCR/Command Rep Ranking](#)
- [Competitive placement into positions While HQDA](#)
- [A group of motivated](#)

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- **1 Mar 16 - 15 May 16:** System application period extended to receive SETM-EPP Option 2 applications
- **16 – 31 May 16:** Functional Chief Representative Review and OML
- **1 – 30 Jun 16:** Command Boards
- **1 Jul 16:** Command OMLs due SETM-EPP 2 Only
- **25 – 29 Jul 16:** HQDA board review SETM-EPP 2 applications