



# Applying for a SES in Army

**Senior Executive Service (SES) Operations Division  
Civilian Senior Leader Management Office (CSLMO)  
Office of the Deputy Secretary of the Army (DUSA)**



- Army's Senior Executive Service (SES) Hiring Process
- Writing Executive Core Qualifications (ECQs) and an Executive Level Resume
- The Qualification Review Board (QRB) Process
- 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	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
- Address all subcompetencies
- 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
- 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



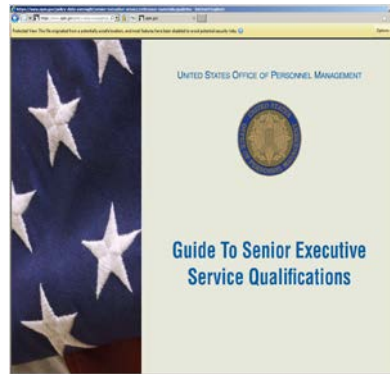
## AVOID

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



# U.S. Office of Personnel Management

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



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



# Qualifications Review Board

## U.S. Office of Personnel Management



## **ROLES:**

- 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.

## **MEMBERSHIP**

- 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.



U.S. ARMY

**AMERICA'S ARMY:**  
**THE STRENGTH OF THE NATION™**

An Army SES

# What to Expect



## Senior Executive Service Lifecycle Framework





- Provide Executive with Developmental Opportunities and Training
- Provide a Readiness Rating
- Provide positions in which the Executive was slated

- Assess 18 Core Competencies
- Self Nominate for other SES positions

- Validate Readiness Rating
- Endorse/Recommend Positions for Slating

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