



# Building Leadership Competencies

*Working for America*

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



# Message from the President

***“...we must confront the tough problems, not avoid them and leave them for others. This is never easy, but it’s what conscience demands and what leadership requires.”***

***- George W. Bush***



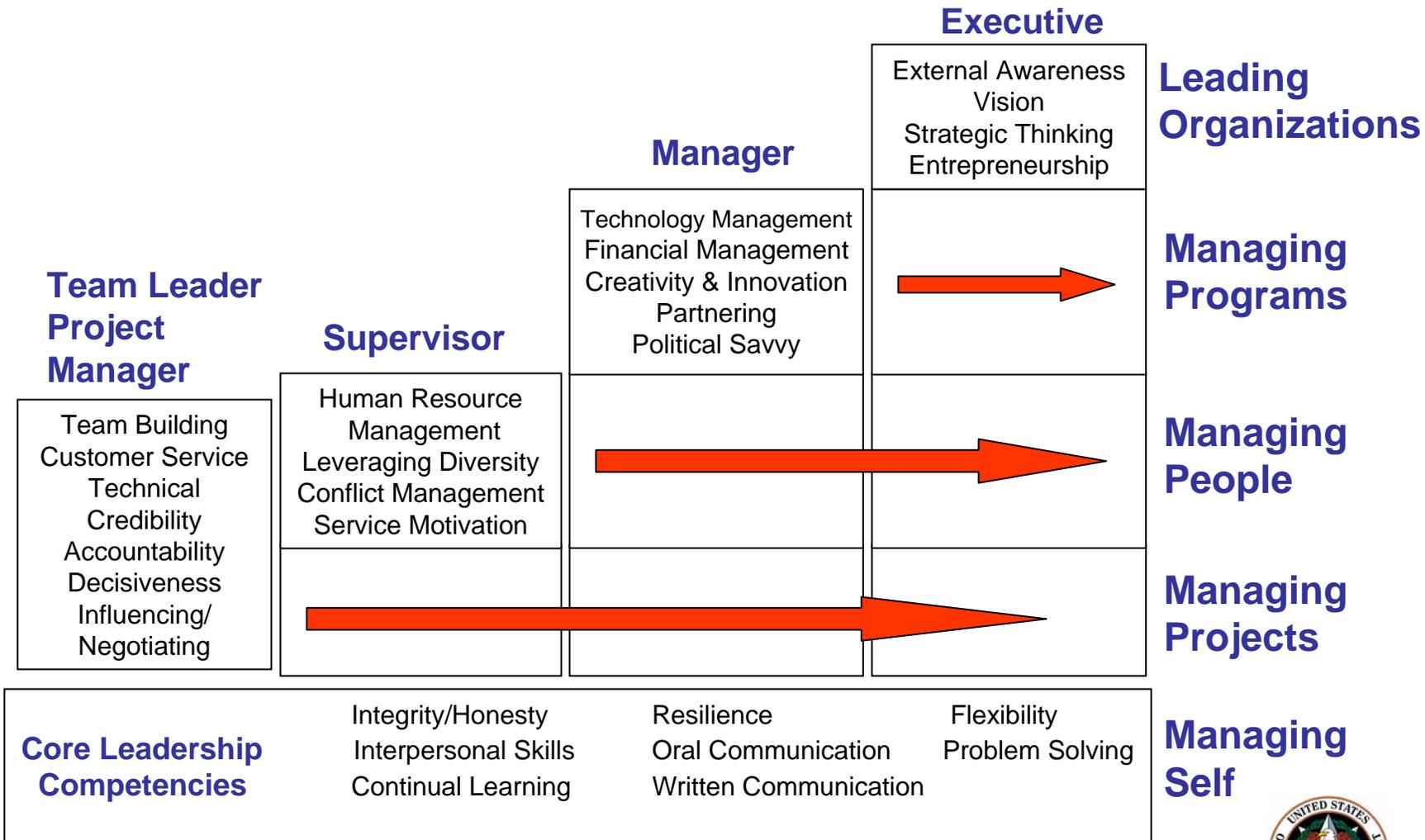
# Message from the Director



***“The Federal Government needs new talent, new energy, and new creativity to do the work of the 21st century.”***

***- Kay Coles James***

# The Leadership Journey: Focusing Your Learning For Job and Organizational Success

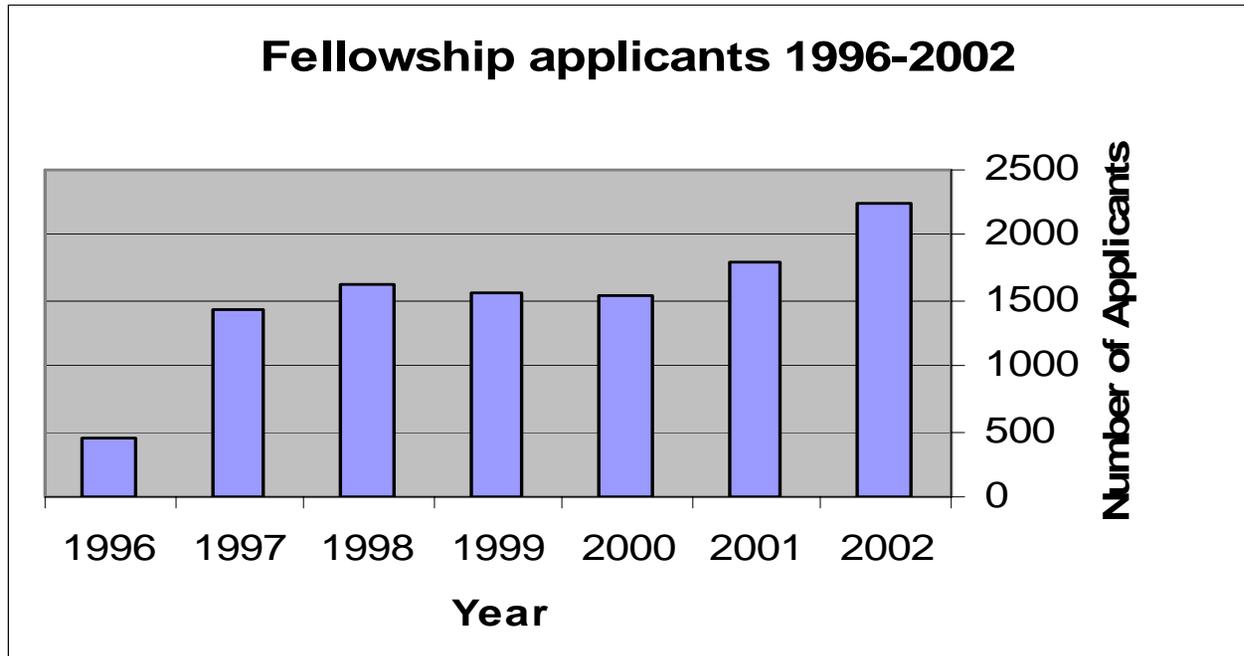


# Presidential Management Fellows Program

- Program Background
- 2003-2004 Cycle Changes
- Nomination Process
- Accomplishment Record
- Assessment Center
- Placement Process
- Future Plans



# The Selection Challenge



- Increasing number of applicants
- Increasing resource requirements to assess all applicants via the one-day assessment center



# Sample Accomplishment Record

**Budget analysts must analyze complex, technical data and other information, using logic and quantitative reasoning abilities. In doing this, they distinguish essential from nonessential information. What have you done that demonstrates your ability to analyze data using logic and quantitative reasoning?**

*As a management analyst for Smythe-Jones, Inc. (April 1987 to July 1989), I established statistical formulas for new computer programs. These programs were used to provide statistical indices for measuring the schedule and cost effectiveness of various installations and contractors. Using available data elements, I developed formulas that provided indices showing schedule status in terms of dollars worth of work, cost status as a function of schedule status, and trend projections for anticipated costs at project completion based on performance to date.*

*These formulas were subsequently incorporated into the computer programs, which were provided to operating officials on a monthly basis. Based upon the indices produced, I was able to project significant cost overruns for a major contractor on its largest contract. The contractor denied the program would overrun but the next few months showed the indices to be correct. The contractor then admitted that there would be a significant overrun.*



# The Assessment Center

- One-day assessment center includes three exercises: 1) Individual Presentation, 2) Group Exercise, 3) Writing Exercise
- Candidates evaluated by assessor panels consisting of three Federal agency representatives
- Individual Presentation and Group Exercise involve current issues and events that have implications for Federal legislation, regulation, and policy



# The Assessment Center

- Individual Presentation (25 minutes preparation/5 minutes presentation)
  - Analytical Thinking
  - Oral Communication
  - Policies and Programs
- Group Exercise (approximately 30 minutes group discussion and presentation)
  - Three competencies above, plus
  - Demonstrated Leadership
  - Interpersonal and Team Skills
- Writing Exercise (45 minutes)
  - Written Expression



# Outcomes

- 2,503 individuals completed the application in 2003
- 1,277 applicants were selected to progress to the assessment center
- There were 1,226 fewer assessment center candidates than under previous process
- This resulted in a 30% cost savings
- Candidates who passed the assessment center had significantly higher scores on the accomplishment record than those who did not pass, despite restriction ranges



# Plans for the Future

- Accomplishment record will be used again in the 2004-2005 assessment process
- The Office of Personnel Management (OPM) will collect performance ratings later in 2004 to facilitate a criterion-related validation of the full assessment process
- OPM is considering the inclusion of situational judgment items on the application as a lower-cost pre-screen
- Selection process may include experimental items on the 2004-2005 application



# Candidate Development Programs

- OPM-approved Candidate Development Program
  - Governmentwide recruitment
  - Executive Core Qualifications evaluation
  - Program components
    - Individual development plan
    - Senior Executive Service mentor
    - Periodic performance evaluation
  - Non-competitive conversion to Senior Executive Service positions
- Other agency-specific Candidate Development Programs
- Our main role: Design program participant selection process



# Case Studies

- Department of Justice
- Defense Commissary Agency
- Department of Commerce
- Department of Interior
- National Security Agency



# Challenges

- Expected high turnover in senior management positions
- Faced with a dynamic business environment
- Demonstrated need for agency-wide consensus on how to identify new leaders
- Lacked sustained success with past succession planning efforts
- Struggled with highly specialized mission
- Exhibited high turnover in senior management positions due to retirement eligibility
- Demonstrated a need for a formal, competitive career development and training program for intensive development of the agency's high potential managers



# Objectives

- Identify high potential leaders
- Achieve key stakeholder buy-in
- Identify and select high potential leaders efficiently
- Optimize procedural fairness



# Assessing Leadership Competencies

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**Panel Interview**



**Assessment Center**



**Accomplishment Record**



# Using Competencies for Feedback

- Provide participants feedback on competencies from the assessments
  - Provided written and verbal feedback from Assessment Center
- Administer a 360 degree feedback measurement tool to pool of candidates
  - Developed by the Office of Personnel Management
  - Identifies ratings of peers, direct reports, and supervisor
  - Measures the Executive Core Qualifications or critical leadership competencies
  - Administer at start of development program, or
  - Implement as selection tool in lieu of nomination



# Key Lessons

- Identify the Candidate Pool
  - Size of project
  - Scope of project
  - Requirements for eligibility
  - Coordination of selection process
- Facilitate Feedback to Candidates
  - Notification of phase status
- Manage the Process
  - Involvement of stakeholders
- Determine Benefits for Program Participants
  - Suggestions for rewards



# Thoughts for Future

- Assessment at completion of development program
- Assessment of leadership potential versus current leadership effectiveness
- View of leadership development as one process, not various detached programs



# Accomplishment Record

- Research findings show the best predictor of future performance is past performance
- Professional people dislike being tested and prefer personnel decisions based on their achievements
- OPM developed the Accomplishment Record
- Accomplishment Record is correlated strongly with overall job performance



# Leadership Assessment Center

- An assessment center is a type of assessment and includes all of the following:
  - Evaluation of behavior using multiple assessment techniques
  - Use of multiple, trained raters to evaluate candidate behavior
  - Judgments about behavior derived from specifically developed assessment simulations
  - Evaluation of the candidate's performance on competencies



# The Leadership Assessment Center: The Process

- Designed to simulate a day in the life of a Federal manager/executive
- Assumes role as Director in a fictitious Federal Agency for the duration of the assessment
- Includes four inter-related exercises currently
- Meets Agency-specific requirements by mixing, matching or tailoring the exercises
- Evaluates candidate behavior using multiple raters
- Includes a structured interview and/or other tools as part of the assessment day or as “stand alone” assessments, if desired



# Structured Interview

- Structured interviews consist of carefully planned, job-related questions that can be systematically scored to reliably identify high potential job candidates
- Candidates respond to standardized job-related questions
- Evaluators rate interview responses using anchored rating scales
- Structured interviews can be used to measure a wide range of non-cognitive and social competencies such as oral communication and interpersonal skills

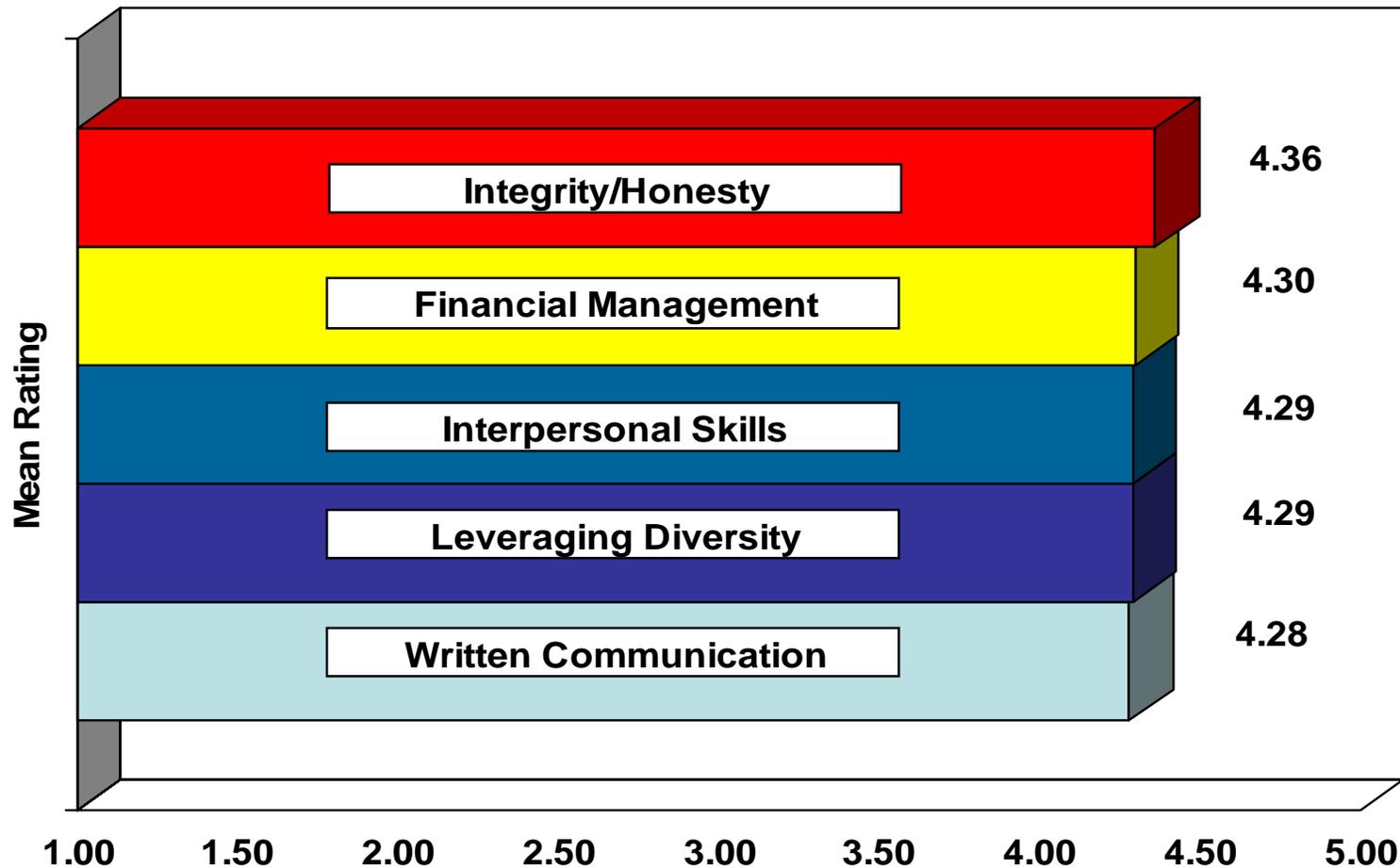


# Leadership 360

- Measures all 27 leadership competencies and five Executive Core Qualifications
- Assesses leadership bench strength
- Can be used as leadership succession planning tool
- Used by the OPM's Management Development Centers and agencies
- Administered through a web-based application
- Generates automated reports



# Leadership: Top Five Areas of Success

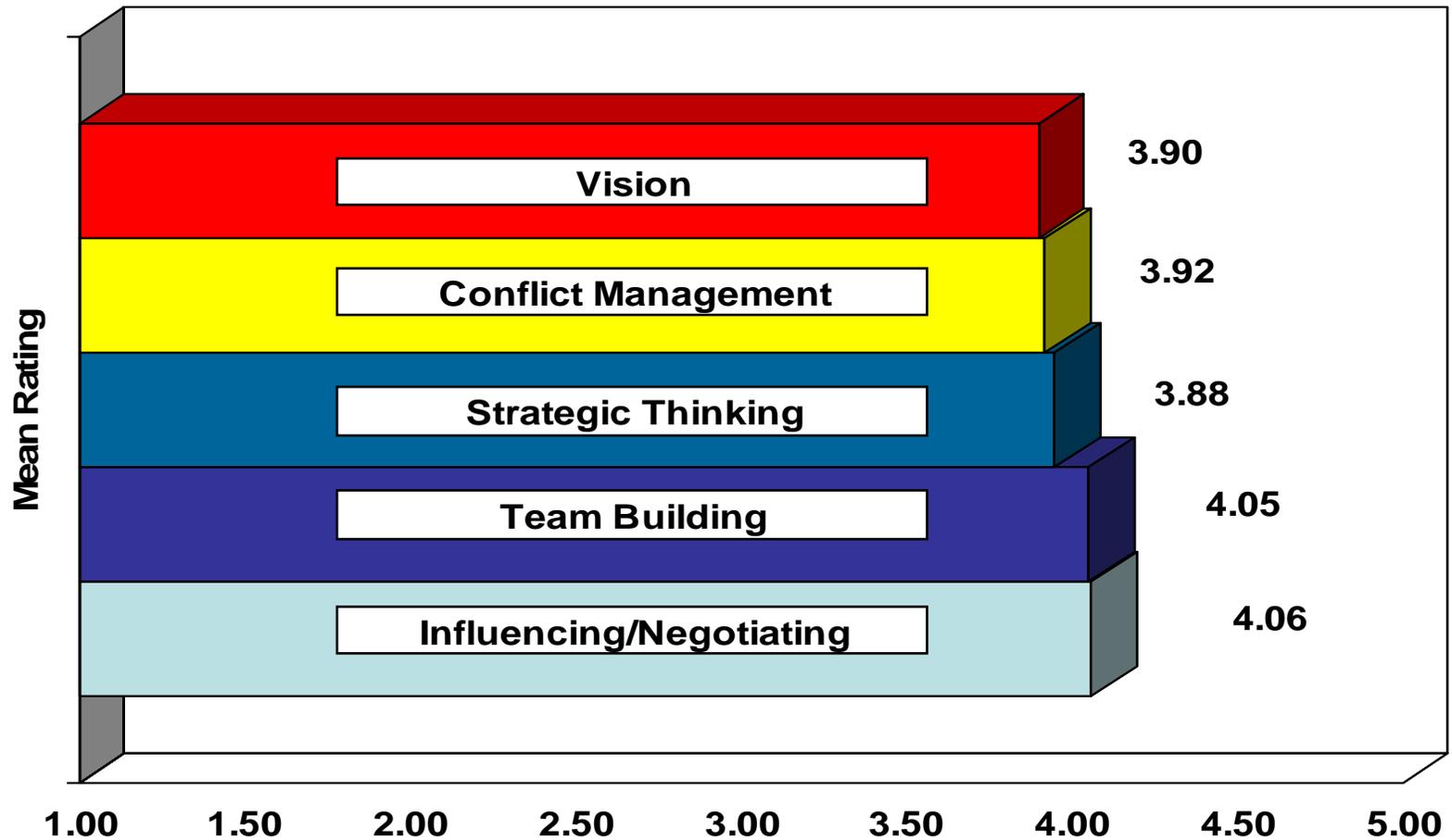


Note: Data from OPM's Leadership 360 Assessment

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# Leadership: Top Five Areas for Improvement



Note: Data from OPM's Leadership 360 Assessment

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# Contact Information

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