

Executive Core Qualifications (ECQs) Template

Below is the recommended format for addressing your ECQs. Please use Times New Roman, size 12 font with 1 inch margins. You **MUST** address each ECQ separately. We recommend you provide two (2) examples of relevant experience for each ECQ following the Challenge, Context, Action, and Result (CCAR) model. **Responses to ALL ECQs must not exceed ten (10) pages or 32,000 characters.**

1. Leading Change

This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

As you are answering this ECQ, below are some questions to consider in your examples:

- What is your organizational vision?
- Did you strategically initiate and implement transformation change?
- How have you dealt with unexpected organizational changes/obstacles (to internal/external pressures)?
- Did your vision achieve measurable results that impacted the organization?

Competencies to include in your examples: Vision, Strategic Thinking, Creativity/Innovation, External Awareness, Flexibility, and Resilience

Example 1:

Example 2:

2. Leading People

This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

As you are answering this ECQ, below are some questions to consider in your examples:

- What is the largest staff size you have led? What challenges did leading a large staff present?
- Are you leading versus managing?
- How have you led a team through a challenge? How did you motivate them to achieve set goals?
- How have you contributed to the professional development of employees (individually or as a team)?
- How have you dealt with conflict within your team?
- How have you leveraged diversity (age, cultural, race skill levels, perspectives)?

Competencies to include in your examples: Leveraging Diversity, Developing Others, Team Building, and Conflict Management

Example 1:

Example 2:

Name:

3. Results Driven

This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. As you are answering this ECQ, below are some questions to consider in your examples:

- How did your set priorities and objectives lead to high quality/quantity results?
- How have you addressed the needs of customers and stakeholders (internal and external)?
- How do your decisions and actions impact results?
- Did you identify problems and implement solutions that resulted in improving services?

Competencies to include in your examples: Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, and Technical Capability

Example 1:

Example 2:

4. Business Acumen

This core qualification involves the ability to manage human, financial, and information resources strategically.

As you are answering this ECQ, below are some questions to consider in your examples:

- What is your experience in creating and administering budgets and resources?
- How do you procure and utilize resources? What obstacles did you face in doing this?
- What size budget and resources have you managed? How much money saved?
- What is your experience with a multi-sector workforce? Percentage of backlog eliminated or reduced? Length of processing time reduced?
- How have you utilized technology to create or improve programs?

Competencies to include in your examples: Financial Management, Human Capital Management, and Technology Management

Example 1:

Example 2:

5. Building Coalitions

This core qualification involves 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. As you are answering this ECQ, below are some questions to consider in your examples:

- What groups or networks (internal and external) did you partner with to achieve a goal?
- How did you bring groups together? What challenges did you face doing this?
- What did you do to build/sustain coalitions?

Competencies to include in your examples: Partnership, Political Savvy, and Influencing/Negotiating

Example 1:

Example 2: