

# FY18 Selection Process Overview

## DHS SES Candidate Development Program

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Homeland  
Security

*DHS SESCDP Program*

# *Overview – SES CDP*

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## Program Elements

- 12-18 months
- Orientation
- Interagency training through American University
- 2 x 360 Assessments, Executive Coaching



# *Overview, con't*

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## Program Elements, con't

- Executive Development Plan (EDP)
- Developmental Assignment
- DHS Executive Mentor
- ECQ Writing Workshops



# *Eligibility*

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All qualified individuals within the civil service...

...who have at least one year of supervisory experience at the GS-14 level (and equivalent) or above...

...and have demonstrated exceptional executive leadership potential.

- Supervisory experience *explicitly* reflected on the Resume



# *Application*

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- On/About Jan 9-22 via USAJOBS
- Open 14 calendar days
- By Occupational Track
  - Core
  - Support
  - Attorney/Legal
  - Law Enforcement



# *Application, con't*

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## Documents:

- Chronological 5-pg resume
- Assessment Questionnaire w/AR narratives
- SF-50 indicating grade and status
- JD – for Attorney/Legal track
- Executive Recommendation Letter (Optional)



# *Selection Process*

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- Assessment Questionnaire
- Situational Judgement Test (SJT)
- Eligibility & Minimum Qualifications
- Written Record (*Accomplishment Record*)
- Structured Telephone Interview (*STI*)
- Selection Certificate by occupation
- DHS Component resume review (*and optional 2nd interview*)
- Selections



# *Documents*

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- Resume
  - Chronological
  - No more than 5 pages
  - Strongly Recommend upload, not Resume Builder
  - No SPII
- SF-50
  - Blocks 24 and 34 completed
- Executive Recommendation Letter (optional)



# *Situational Judgement Test (SJT)*

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## What is it?

- Scenario-based questions, multiple choice responses
  - Description of a problem or situation with possible actions
- Most Likely and Least Likely Response
- 3 Competencies:
  - Flexibility
  - Strategic Thinking
  - Developing Others



# *Situational Judgement Test (SJT)*

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## When is it?

- Automatically generated when applicant certifies responses
- Automated message sent to email address in USAJOBS
- See Announcement if you do not receive the email (*check junk mail first!*)
- MUST complete within 48 hours of announcement closing
- Must complete within 2 hours



# *Accomplishment Record (AR)*

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## What is it?

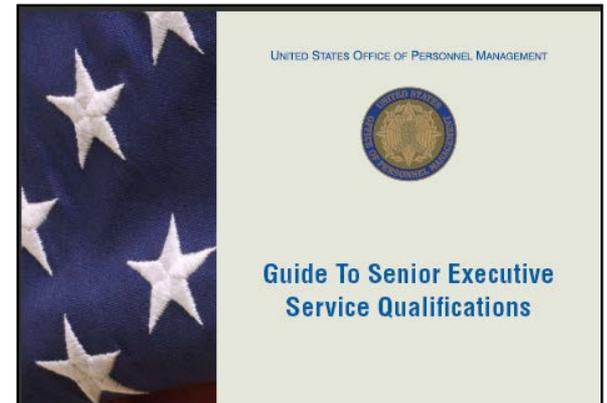
- One of 3 OPM-approved methods for selection to the SES
  - ECQ narratives
  - ECQ-based Resume
- Set of written statements describing past achievements



# *Accomplishment Record*

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- Does not address five ECQs, but select competencies representing ECQs
- 3 Competencies:
  - Financial Management
  - Entrepreneurship
  - Political Savvy
- Guide to SES Qualifications, Sept 2012  
[https://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals\\_2012.pdf](https://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals_2012.pdf)



# *Accomplishment Record*

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How do I write it? (*examples in SES Guide*)

- Describe activities that reflect your highest capability in those leadership competencies
- Written to the competency definition
- Include timeframe, your individual level of accomplishment, level of complexity, *results*
- Provide facts as clearly as possible so reviewer can evaluate and determine your level of proficiency



# *Accomplishment Record*

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- Must reflect the quality of your accomplishment, including:
  - How it relates to the specific competency
  - Its scope and impact
- Identify acronyms on first use
- Start and end dates required (Mo/Yr)
- Within 10 years of JOA closing date
- Written using Challenge-Context-Action-Result method



# C-C-A-R

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**Challenge.** Describe a specific problem or goal.

**Context.** Describe the individuals and groups you worked with, and/or the environment in which you worked, to address a particular challenge

**Action.** Discuss the specific actions you took to address a challenge.

**Result.** Give specific examples of measures/outcomes that had some impact on the organization. These accomplishments demonstrate the quality and effectiveness of your leadership skills.



# Verification

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- REQUIRES verification POC for *each* accomplishment
- Name, daytime telephone number, email address of an individual who can verify work
- Identify the relationship (*supervisor, colleague, committee chairman, etc.*)
- Should be reachable within a reasonable period



# *Application Pitfalls*

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- Will be deemed incomplete (disqualified):
  - AR dates or verifier not provided
  - “See resume” or “see attached”
- Narrative does not fit the competency
- Not enough detail to determine potential for executive readiness



# *Structured Telephone Interview (STI)*

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- Five different competencies, 1 per ECQ
- Panel of 2 DHS Executives
- Total time limit
- Competencies provided in advance
- We will contact you for scheduling using the email on your resume



# *Selection Certificate*

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- Provided to all DHS Components
- Includes Resume and optional Executive Letter
- Optional 2<sup>nd</sup> interview, but not required
- Components select based on succession planning needs



# *Post-Selection*

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- Notification expected in late July
  - OPM notifies for early phases
  - DHS notifies on final status
- Mandatory Orientation in DC
  - September 5-6, 2018
- Remain in position of record

**No guarantee of certification or  
appointment!**



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**connect** Keyword

ORGANIZATION ▾ POLICIES ▾ FORMS ▾ LIBRARY & RESOURCES ▾ DHS.GOV

Components > Management > Chief Human Capital Officer (CHCO) > Employees Print Version

## DHS Leader Development Program

At DHS, effective leadership is a critical element in achieving our mission. Everyday heroes serve as DHS leaders on the border and in our waterways, airports, communities, and in our offices and labs. They must be able to plan carefully and move swiftly when the call for action, collaboration, resilience, and courage is asked of our Department and our Nation.

Additionally, being a formal leader at DHS takes courage, skill, and willingness to lead people to progress. Leaders create conditions to retain top talent to get the job done. No mission deserves better talent, and no talent deserves better leaders than ours. DHS leaders at every level must demonstrate their ability to guide an engaged, ready, and proficient workforce across the spectrum of Homeland Security, while maintaining taxpayers' trust and carefully managing resources.

- Am I a Leader?
- What Do Leaders Do?
- What is Leader Development?
- Read How the Leader Development Program was established

LEADER DEVELOPMENT TIERS & REQUIREMENTS	LEADER DEVELOPMENT RESOURCES
<ul style="list-style-type: none"><li>Executive-specific (Capstone)</li><li>Manager-specific (Keystone)</li><li>All Supervisory Leaders (Cornerstone)</li><li>All Non-Supervisory Leaders<ul style="list-style-type: none"><li>Team Lead (Milestone)</li><li>Team Member (Foundations)</li></ul></li></ul>	<ul style="list-style-type: none"><li>Leadership Resource Center</li><li>DHS Leadership Library</li><li>Supervisor's Toolbox</li><li>Frequently Asked Questions</li><li>Key Contacts</li></ul>
POLICIES, GUIDES & TEMPLATES	PROGRAM AND OPPORTUNITIES
<ul style="list-style-type: none"><li>Management Directive and Instruction</li><li>Requirements and Accountability Guides</li><li>Templates</li><li>Performance Measures and Evaluation</li><li>Information for Human Capital Partners</li><li>Course Materials</li></ul>	<ul style="list-style-type: none"><li>DHS Capstone Program for New Executives</li><li><b>Senior Executive Service Candidate Development Program (SES CDP)</b></li><li>DHS Fellows Program</li><li>The Coaching Collaborative</li></ul>

**Leader Development Framework**

**Leader Competencies**

**Leader Development Dashboard**

If you have questions about the Leader Development Program, and have already contacted your Component's training office, send us an email at [leaderdevelopment@hq.dhs.gov](mailto:leaderdevelopment@hq.dhs.gov).

*"Leadership and learning are indispensable to one another."  
~ John F. Kennedy*



### Senior Executive Service Candidate Development Program

The DHS Senior Executive Service Candidate Development Program (SES CDP) prepares high-performing GS-14/15 (or equivalent) individuals for positions in the Department's Senior Executive Service through an intensive 12-18 month leadership development program. The program focuses on:

- Developing the Executive Core Qualifications (ECQs) required by the Office of Personnel Management (OPM) for appointment to the SES;
- Strengthening competencies necessary for effective leadership in executive positions within the Department;
- Enhancing familiarity with Homeland Security at the executive level; and
- Broadening individuals' understanding of the Department's programs, mission and challenges through cross-department exposure and developmental activities.

Candidates certified by OPM are eligible for appointment to the SES without competition. Certified candidates are not guaranteed placement into the SES.

#### SES CDP CERTIFIED TALENT BANK

DHS maintains a list of OPM QRB-certified candidates eligible for immediate appointment. Visit the [SES CDP Certified Talent Bank](#) to review the list of candidates and the job series they are qualified for. If you are interested in seeing their resumes, please reach out to [Meredith.French@hq.dhs.gov](mailto:Meredith.French@hq.dhs.gov) or [Annette.clare@dhs.gov](mailto:Annette.clare@dhs.gov).



#### Program Details

The SES CDP program includes:

- A **360-Degree Assessment** used to identify ECQ competency gaps.
- An **Executive Development Plan (EDP)** that is developed with an SES mentor to address identified ECQ gaps through various development activities.
- **Executive Education Classroom Training** through courses that address individual ECQ gaps and general skills needed to succeed as a Homeland Security executive. Based on the Executive Core Qualifications (ECQs) developed by the U.S. Office of Personnel Management (OPM), the program is designed to provide a unique experience for enthusiastic and seasoned manager who have an interest in strengthening management skills, heightening leadership skills, and furthering their public service career. Over the course of the program, students are provided and expected to read approximately 20 books, which provide students foundation for the classroom discussions. In addition to the course work, students will also receive one-on-one executive coaching designed to help develop their emotional intelligence and transfer the learning and knowledge acquired from the course modules to their specific work situation.
- **One continuous four month Developmental Assignment** outside the candidate's position and component of record.
- An **SES Mentor** to assist candidates in developing their Executive Development Plans (EDPs) and meet with regularly throughout the program to provide guidance.
- **Other Development Activities** (as directed by the candidate's Executive Resources Board (ERB) to further develop a candidate's understanding of the Homeland Security mission, programs, and challenges.

The integrated SES CDP will help the Department develop a highly skilled, diverse cadre of future Homeland Security executives. For more information on the program, please contact your **Component Program Manager**.



# Component Program Managers

<input type="checkbox"/> Component	Full Name	Business Phone	E-mail Address
CBP	Howard Parsons	202-325-7195	<a href="mailto:howard.parsons@cbp.dhs.gov">howard.parsons@cbp.dhs.gov</a>
FEMA	Jefferson Boyd	202-646-3004	<a href="mailto:jefferson.boyd@fema.dhs.gov">jefferson.boyd@fema.dhs.gov</a>
FLETC	Connie Delaney	912-261-3721	<a href="mailto:connie.delaney@fletc.dhs.gov">connie.delaney@fletc.dhs.gov</a>
HQ	Sharon Jones	202-275-4121	<a href="mailto:sharon.jones@hq.dhs.gov">sharon.jones@hq.dhs.gov</a>
ICE	Martesia Lavant	202-732-6469	<a href="mailto:martesia.lavant@ice.dhs.gov">martesia.lavant@ice.dhs.gov</a>
NPPD	Kendra Davis	703-235-2279	<a href="mailto:kendra.davis@hq.dhs.gov">kendra.davis@hq.dhs.gov</a>
TSA	Dianna Green	571-227-1854	<a href="mailto:dianna.green@tsa.dhs.gov">dianna.green@tsa.dhs.gov</a>
USCG	Darlene Murphy	703-475-5520	<a href="mailto:darlene.m.murphy@uscg.dhs.gov">darlene.m.murphy@uscg.dhs.gov</a>
USCIS	Claire Gudewich	202-233-2357	<a href="mailto:claire.o.gudewich@uscis.dhs.gov">claire.o.gudewich@uscis.dhs.gov</a>
USSS	Danese Warren	202-406-5544	<a href="mailto:danese.warren@uss.s.dhs.gov">danese.warren@uss.s.dhs.gov</a>



QUESTIONS?



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## **May I submit the same accomplishment for more than one competency?**

- Yes, however do not cross-reference other accomplishment narratives.
- Write each accomplishment in each competency as if the reader is only reading that one accomplishment.
- Each accomplishment narrative should be self-contained.



## **May I submit more than one accomplishment for each competency?**

- Yes, be as complete and detailed as you can for each accomplishment.
- It is better to have one detailed accomplishment example that uses all characters than 2-3 broad examples that provide little or no details as to what you did, how you did it, etc.



## **May I include non-paid experience in my narrative?**

- Yes. You may describe paid or volunteer work experience, educational accomplishments, training or educational pursuits, hobbies, sports, or any other accomplishment reflecting your level of competence.



## **Am I required to submit reference information for my Accomplishment Record narratives?**

- Yes. You must supply the name, daytime telephone number and email address for an individual who can verify your listed accomplishment for each competency.
- Unverified narratives will not be considered.



# *Non-Federal Equivalency*

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*To restate eligibility (slide 4): All qualified individuals within the civil service...  
...who have **at least one year of supervisory experience at the GS-14 level (or equivalent) or above...**  
...and have demonstrated exceptional executive leadership potential.*

- To address the webinar question of “What is a GS-14/GS-15 equivalent in the private sector?”
- From 5 U.S. Code § 5104 - Basis for grading positions: (see next 2 slides)



# *Non-Federal Equivalency – GS-14*

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- (14)** Grade GS–14 includes those classes of positions the duties of which are—
- (A)** to perform, under general administrative direction, with wide latitude for the exercise of independent judgment, work of exceptional difficulty and responsibility along special technical, supervisory, or administrative lines which has demonstrated leadership and unusual attainments;
  - (B)** to serve as head of a major organization within a bureau involving work of comparable level;
  - (C)** to plan and direct or to plan and execute major professional, scientific, technical, administrative, fiscal, or other specialized programs, requiring extended training and experience which has demonstrated leadership and unusual attainments in professional, scientific, or technical research, practice, or administration, or in administrative, fiscal, or other specialized activities; or
  - (D)** to perform consulting or other professional, scientific, technical, administrative, fiscal, or other specialized work of equal importance, difficulty, and responsibility, and requiring comparable qualifications.



# *Non-Federal Equivalency – GS-15*

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**(15)** Grade GS–15 includes those classes of positions the duties of which are—

**(A)** to perform, under general administrative direction, with very wide latitude for the exercise of independent judgment, work of outstanding difficulty and responsibility along special technical, supervisory, or administrative lines which has demonstrated leadership and exceptional attainments;

**(B)** to serve as head of a major organization within a bureau involving work of comparable level;

**(C)** to plan and direct or to plan and execute specialized programs of marked difficulty, responsibility, and national significance, along professional, scientific, technical, administrative, fiscal, or other lines, requiring extended training and experience which has demonstrated leadership and unusual attainments in professional, scientific, or technical research, practice, or administration, or in administrative, fiscal, or other specialized activities;  
or

**(D)** to perform consulting or other professional, scientific, technical, administrative, fiscal, or other specialized work of equal importance, difficulty, and responsibility, and requiring comparable qualifications.

