

**DEPARTMENT OF ENERGY
SENIOR EXECUTIVE SERVICE
CANDIDATE DEVELOPMENT PROGRAM
APPLICATION**



U.S. Department of Energy

APPLICATION FOR THE DEPARTMENT OF ENERGY SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM

Overall Instructions

This application consists of three parts:

- Part I: Personnel Data and Summary of Work Experience
- Part II: Description of Executive Competencies
- Part III: Managerial Rating of "Potential for Executive Service"

Additionally, all applicants are required to attach copies of their last three performance appraisals. Applicants should complete Parts I and II, attach copies of their last three performance appraisals and give the application to their supervisor and reviewing official who will together complete Part III, "Potential for Executive Service." Supervisors and reviewing officials are to complete Part III and return the entire application to the applicant.

All completed applications are to be sent to the Employee Development and Training Division (MA-502), Room 4E-040, Forrestal Building, 1000 Independence Avenue, SW., Washington, D.C. 20585. All incomplete applications will be returned. (Note: Only GS/GM-15's are eligible for this program.)

Questions concerning this program or this application should be directed to the Office of Personnel and Career Development, Employee Development and Training Division (FTS 896-8490 or 586-8490).

PRIVACY ACT STATEMENT

Pursuant to 5 U.S.C. 552a(e)(3), Enacted into law by Section 3 of the Privacy Act of 1974 (Public Law 93-589), the following statement is furnished to individuals who supply information to the Department of Energy on this form.

AUTHORITY - This information is provided pursuant to the Civil Service Reform Act (Public Law 95-454), October 13, 1978, and 5 U.S.C. 3101, 3304, 4103.

PRINCIPAL PURPOSE(S) - The information will be used to select candidates for the Senior Executive Service (SES) Candidate Development Program. Applicants who are accepted for and successfully complete this program will be certified for entry into the SES.

ROUTINE USES - Information on this form may be provided to the Office of Personnel Management if required to resolve questions of certification for entry into the SES.

WHETHER DISCLOSURE IS MANDATORY OR VOLUNTARY AND EFFECT ON INDIVIDUAL OF NOT PROVIDING INFORMATION - Disclosure is voluntary; however, failure to provide the requested information may prevent the applicant from being considered for the Candidate Development Program.

PART I - PERSONAL DATA AND SUMMARY OF WORK EXPERIENCE

(Please type or print)

Name: _____ Title: _____
 Work Phone: _____ Series/Grade: _____
 Work Mailing _____ Organization: _____
 Address: _____

Education Achievements:

<u>Degrees Earned</u>	<u>Major Field</u>	<u>University/College</u>	<u>Year Earned</u>
1.			
2.			
3.			
4.			

Awards:

(Please describe any job related awards received within the past 5 years.)

<u>Kind of Award</u>	<u>Date Received</u>
1.	
2.	
3.	
4.	

Summary of Work Experience

Please provide the following information about each of your professional jobs. The job description itself should be no more than 2-4 sentences. Please start with current job.

1. Job Title: _____ Series/Grade
 (if appropriate): _____
 Organization: _____ Dates: _____ To Present

Job Description: _____

2. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

3. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

4. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

5. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

6. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

7. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

8. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

9. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

10. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

11. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

12. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

13. Job Title: _____ Series/Grade
(if appropriate): _____
Organization: _____ Dates: _____ To _____
Job Description: _____

PART II - DESCRIPTION OF EXECUTIVE COMPETENCIES

“Executive qualifications” is the term used in 5 U.S.C. 3393 to describe the managerial qualifications that are required for initial appointment to the Senior Executive Service (SES). The Office of Personnel Management (OPM) has further defined these qualifications in terms of generic management activities and competencies associated with these activities.

Selection for the Department of Energy SES Candidate Development Program is also based to a large extent on the degree to which applicants can demonstrate that they possess OPM’s required competencies. Consequently, it is important for applicants to devote adequate time and attention to this portion of the application. (Note: It should be pointed out that this same description of executive competencies is required of all persons initially appointed to the SES. Hence, if you are not selected for the Department’s SES Candidate Development Program and later selected for an SES position, you will only need to update your executive competency description.)

OPM’s generic management activity areas, and the competencies associated with these activity areas, are described below:

Activity Area I: Integration of Internal and External Program— Policy Issues

CONTENT DESCRIPTION AND COMPETENCIES: Involves seeing that key national and agency-wide goals, priorities, values, and other issues are considered in making program decisions. Major competencies within this activity area are:

- Identifying and integrating key issues affecting the organization. These issues include political, economical, social, technological and administrative factors.
- Working with and through the national policy making-implementation structure and procedures (e.g., Presidential leadership and political positions, legislative processes, judicial review) and, as relevant, other government jurisdictions and private sector organizations.

Activity Area II: Organizational Representation and Liaison

CONTENT DESCRIPTION AND COMPETENCIES: Focuses upon the external communications aspects of executive positions, including being a representative for the work unit and/or organization and coordinating with other work units and organizations. Major competencies within this activity area are:

- Representing (e.g., presenting, negotiating, selling, defending) the organization before a variety of people, including agency heads and other political and career executives, members and staff of Congress, the media, clientele and professional groups.
- Establishing and maintaining working relationships within the organization (e.g., With other program areas and staff support functions) and with relevant external groups and organizations.
- Working in groups and teams, concluding briefings and other meetings.
- Seeing that reports, memos and other documents reflect the position of the organization.

Activity Area III: Direction and Guidance of Programs, Projects or Policy Development

CONTENT DESCRIPTION AND COMPETENCIES: Involves activities related to establishing program-policy goals and the structure and processes necessary to carry them out. Major competencies within this activity area are:

- Planning—setting goals, objectives, and priorities; integrating short- and long-term goals; identifying contingencies, strategies, and resource needs.
- Assessing program, policy and project feasibility.
- Setting effectiveness, efficiency and productivity standards.
- Organizing structure and work.

Activity Area IV: Acquisition and Administration of Financial and Material Resources

CONTENT DESCRIPTION AND COMPETENCIES: Concerns activities and procedures related to obtaining and allocation the financial and material resources necessary to support program or policy implementation. Major competencies within the activity are:

- Managing the budgetary process—preparing, justifying, operating through organizational and congressional procedures, and administering the organization’s budget.
- Overseeing procurement—contracting procedures and processes.
- Directing-coordinating logistical operations.

Activity Area V: Utilization of Human Resources

CONTENT DESCRIPTION AND COMPETENCIES: Involves activities and processes for assuring that people are appropriately employed, effectively and efficiently utilized and developed and dealt

with in a fair and equitable manner. Major competencies within this activity area are:

- Acquiring staff through appropriate staffing processes—work force planning, recruitment and selection, including affirmative action and EEO.
- Delegating work among subordinate groups and individuals.
- Assessing individual capabilities and needs and providing coaching, counseling, and career development opportunities.
- Resolving conflicts and attending to morale and organizational climate issues.

Activity Area VI: Review of Implementation and Results

CONTENT DESCRIPTION AND COMPETENCIES: Involves activities and procedures for seeing that programs and policies are being implemented, adjusted as necessary, and that the appropriate results are being achieved. Major competencies within this activity area are:

- Monitoring work status through formal and informal means.
- Diagnosing and consulting on problem areas relating to implementation and goal achievement.
- Evaluating technical and nontechnical program outcomes and impacts.
- Assessing overall effectiveness, efficiency, and productivity of the organizational unit.

INSTRUCTIONS FOR PREPARING DESCRIPTIONS OF YOUR EXECUTIVE COMPETENCIES

On the following pages you are to describe your executive competencies as they relate to each of the six activity areas. For each such activity area you should prepare a brief summary of your experience (3-5 sentences) as it relates to the activity area. This summary statement should include an indication of the total amount of time you have devoted to each activity area throughout your professional career. Following is an example of a summary statement for Activity Area V—Utilization of Human Resources:

I have held supervisory positions for approximately 10 of my 16-year professional career. These supervisory positions have both in the private sector (4 years) and the Federal sector (6 years). These jobs have required me to perform the full range of supervisory functions—selecting, training, appraising, resolving conflicts, developing teams, and disciplining staff. I have supervised both small staffs (4 people) and large staffs (20 people). All of my supervisory jobs have been exclusively management/supervisory positions as opposed to “working” supervisory positions—i.e. I managed the work of others exclusively.

Additionally, you should provide at least *two* specific examples demonstrating your competency in each activity area. These examples should include the following elements:

1. Specific job-related *activities* in which you participated and a

description of what you did in the activities. The major competencies identified within each activity area provide a guide to the key types of job activities and actions (e.g., planning, budgeting, performance appraisals, diagnosing problems, integrating issues, assessing, representing, working with others) that are relevant to executive jobs.

2. Description of *context or environment* within which the activities occurred, including (as relevant) mention of other individuals or groups involved (e.g., clientele groups, members or staff of Congress, political appointees, subordinates) and the nature of the situation (e.g., stable, ambiguous complex, containing long-term implications).
3. *Outcomes or results* of the activities to which you contributed. These provide indicators of quality and effectiveness of performance, and demonstrate ability to achieve results, which is a key requirement of executive positions.

The following two paragraphs (relating to Activity Area II—Direction and Guidance of Programs, Projects or Policy Development) serve to illustrate specific competency examples containing the above elements:

Example A

I directed a task force (activity) composed of representatives from three bureaus in my agency, two other Federal agencies, and five State and local governments (context—environment) that had to provide a contingency plan for coordination of local, State, and Federal services, in natural disasters (activity and context—environment). The plan was accepted with no major changes and was first used in dealing with the floods in several Southeastern States in the spring of 1978 (outcomes—results). It was slightly modified after this experience and has since become the prototype for dealing with other disaster situations (outcomes—results).

Example B

I supervised my staff of eight professional engineers in the development of a complex technological forecast (activity).

It had to be completed on a crash basis in order for my company to compete for a major contract with the Army (context—environment). This technological forecast was completed on time and the contracting documents indicated that the forecast was a major factor in the company being awarded the contract (outcomes—results).

You may draw upon your entire professional career for specific examples and you are not limited to two examples for each activity area.

Name: _____
Date: _____

DESCRIPTION OF EXECUTIVE COMPETENCIES

(Please type or print)

Activity Area I: Integration of Internal and External Program—Policy Issues.

CONTENT DESCRIPTION AND COMPETENCIES: Involves seeing that key national and agency-wide goals, priorities, values, and other issues are considered in making program decisions. Major competencies within this activity area are:

- Identifying and integrating key issues affecting the organization. These issues include political, economical, social, technological and administrative factors.
- Working with and through the national policy making—implementation structure and procedures (e.g., Presidential leadership and political positions, legislative processes, judicial review) and, as relevant, other government jurisdictions and private sector organizations.

Summary of Experience:

Specific Examples Demonstrating Competencies (at least two examples):

Name: _____
Date: _____

DESCRIPTION OF EXECUTIVE COMPETENCIES

(Please type or print)

Activity Area II: Organizational Representation and Liaison

CONTENT DESCRIPTION AND COMPETENCIES: Focuses upon the external communications aspects of executive positions, including being a representative for the work unit and/or organization and coordinating with other work units and organizations. Major competencies within this activity area are:

- Representing (e.g., presenting, negotiating, selling, defending) the organization before a variety of people, including agency heads and other political and career executives, members and staff of Congress, the Media, clientele and professional groups.
- Working in groups and teams, conducting briefings and other meetings.
- Establishing and maintaining working relationships within the organization (e.g., With other program areas and staff support functions) and with relevant external groups and organizations.
- Seeing that reports, memos and other documents reflect the position of the organization.

Summary of Experience:

Specific Examples Demonstrating Competencies (at least two examples):

(Use additional sheets if necessary)

Name: _____
Date: _____

DESCRIPTION OF EXECUTIVE COMPETENCIES

(Please type or print)

Activity Area III: Directions and Guidance of Programs, Projects or Policy Development

CONTENT DESCRIPTION AND COMPETENCIES: Involves activities related to establishing program—policy goals and the structure and processes necessary to carry them out. Major competencies within this activity area are:

- Planning—setting goals, objectives, and priorities; integrating short and long-term goals; identifying contingencies, strategies, and resource needs.
- Assessing program, policy and project feasibility.
- Setting effectiveness, efficiency and productivity standards.
- Organizing structure and work.

Summary of Experience:

Specific Examples Demonstrating Competencies (at least two examples):

Name: _____
Date: _____

DESCRIPTION OF EXECUTIVE COMPETENCIES

(Please type or print)

Activity Area IV: Acquisition and Administration of Financial and Material Resources

CONTENT DESCRIPTION AND COMPETENCIES: Concerns activities and procedures related to obtaining and allocation the financial and material resources necessary to support program or policy implementation. Major competencies within the activity are:

- Managing the budgetary process—preparing, justifying, operating through organizational and congressional procedures, and administering the organization's budget.
- Overseeing procurement—contracting procedures and processes.
- Directing—coordinating logistical operations.

Summary of Experience:

Specific Examples Demonstrating Competencies (at least two examples):

Name: _____
 Date: _____

DESCRIPTION OF EXECUTIVE COMPETENCIES

(Please type or print)

Activity Area V: Utilization of Human Resources

CONTENT DESCRIPTION AND COMPETENCIES: Involves activities and processes for assuring that people are appropriately employed, effectively and efficiently utilized and developed and dealt with in a fair and equitable manner. Major competencies within this activity area are:

- Acquiring staff through appropriate staffing processes—work force planning, recruitment and selection, including affirmative action and EEO.
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- Delegating work among subordinate groups and individuals.
- Resolving conflicts and attending to morale and organizational climate issues.

Summary of Experience:

Specific Examples Demonstrating Competencies (at least two examples):

Name: _____
 Date: _____

DESCRIPTION OF EXECUTIVE COMPETENCIES

(Please type or print)

Activity Area VI: Review of Implementation and Results

CONTENT DESCRIPTION AND COMPETENCIES: Involves activities and procedures for seeing that programs and policies are being implemented, adjusted as necessary, and that the appropriate results are being achieved. Major competencies within this activity area are:

- Monitoring work status through formal and informal means.
- Diagnosing and consulting on problem areas relating to implementation and goal achievement.
- Evaluating technical and nontechnical program outcomes and impacts.
- Assessing overall effectiveness, efficiency, and productivity of the organizational unit.

Summary of Experience:

Specific Examples Demonstrating Competencies (at least two examples):

PART III: POTENTIAL FOR EXECUTIVE SERVICE

Applicant's Name: _____

To: Applicant's Supervisor and Reviewing Official

The above-named applicant is applying for the Department of Energy Senior Executive Service Candidate Development Program. This program will select the best available GS/GM-15's and help further prepare them for Senior Executive Service positions. Persons successfully completing the program will be eligible for noncompetitive selection to Senior Executive Service positions.

In the block that, in both your opinions, best describes the applicant's current overall potential for executive service. Out of fairness to all applicants applying for this program, you both are asked to rate the above applicant as objectively and honestly as possible. Please briefly explain the rationale for your mutual rating in the space below.

You are both asked to indicate on the scale below a consensus rating of the applicant's potential for executive service. Please place an X

After completing this form, please return it to the applicant and discuss, if appropriate.

Poor				Fair				Good				Very Good				Excellent			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Rationale for Rating:

Supervisor's Name: (Please Print): _____ Date: _____
 Supervisor's Title: _____ Work Phone: _____
 Supervisor's Signature: _____
 Period of Time You Have Supervisor Applicant: _____

Reviewing Official's Name: (Please Print): _____ Date: _____
 Reviewing Official's Title: _____ Work Phone: _____
 Reviewing Official's Signature: _____
 Period of Time You Have As Applicant's Reviewing Official: _____

FINAL CHECKLIST FOR APPLICANTS

Before sending this application to the Employee Development and Training Division, Room 4E-040, Forrestal Building, 1000 Independence Avenue, S.W., Washington, D.C. 20585, please ensure the following is done:

1. Part I of the application is complete and current;
2. Part II of the application is complete and best describes your executive competencies;
3. Part III is complete and signed by both your supervisor and reviewing official;
4. Copies of your last three performance appraisals are attached; and
5. Your signature appears on the line below this checklist.

Applicant's Signature: _____ Date: _____

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