

## **Senior Executive Service Candidate Development Program Executive Level Assignments**

### **Purpose**

This document provides five SES functional criteria to assist in determining if an SESCDP developmental assignment is at the executive level.

### **Program Requirements**

One of the SESCDP requirements listed in 5 CFR 412.302(c)(3) is a developmental assignment totaling at least 4 months of full-time service outside the candidate's position of record. One assignment must be at least 90 continuous days in a position other than, and substantially different from, the candidate's position of record. The purpose of the assignment is to broaden the candidate's experience and/or increase the knowledge of the overall function of the agency so the candidate is prepared for a variety of SES positions. The assignment(s) must include executive-level responsibilities and differ from the candidate's current and past assignments. The assignment(s) should challenge the candidate with respect to leadership competencies and the ECQs.

Developmental assignments do not need to be restricted to the candidate's home or sponsoring agency, the Executive Branch, or even the Federal Government, so long as the assignment(s) can be accomplished in compliance with applicable law and Federal and agency-specific ethics regulations.

Candidates are held accountable for organizational and/or agency results achieved during the assignment. If an assignment is in a non-Federal organization, the agency's ERB must provide for adequate documentation of the individual's actions and accomplishments and must determine the assignment will contribute to the development of the candidate's executive qualifications.

### **Functional Criteria**

#### **A. Directing the work of an organizational unit includes the responsibility to—**

### **Narrative**

- assess policy, program, and project feasibility;
- determine program goals and develop implementation plans;
- design an organizational structure to promote effective work accomplishment; and
- set effectiveness, efficiency, productivity, and management/internal control standards.

#### **B. Accountability for the success of a program or project encompasses responsibility for the full range of factors that affect program and project accomplishment. This includes:**

- obtain the resources necessary to accomplish the program or project and assume responsibility for their effective use; and
- deal with key officials from within and/or outside the agency to gain understanding and support for the program or project.

**C. Monitoring progress toward organizational goals and making appropriate adjustments to such goals is an extension of an individual's responsibility for directing the work of an organization. It includes:**

- monitoring work status through formal and informal means to evaluate progress toward objectives;
- assessing overall effectiveness, efficiency, and productivity of the organization; and
- identifying, diagnosing, and consulting on problem areas related to implementation and goal achievement and making decisions on alternative courses of action.

**D. Supervising the work of employees includes responsibility for requiring accomplishment of work through combined technical and administrative direction of others.**

It must constitute a major duty occupying at least 25 percent of the incumbent's time. Consider any narrative related to supervision provided by agency. Agencies are required to submit the number of FTEs expected to report to the SES position. However, this does not necessarily equate to supervision and should not be used as the sole basis for concluding the supervisory functional criterion is met. Most likely there will not be enough information in the agency's narrative to conclude that is criterion is "met."

**E. Policy-making or policy-determining functions include responsibility for:**

- reviewing staff recommendations of policies developed to affect the organization's mission;
- considering political, social, economic, technical, and administrative factors with potential impact on the recommended policies; and
- approving the policies or formally recommending action to the approving official.