

**SAMPLE ECQ BASED RESUME**

Vacancy Announcement Number: 2016 –EPA-SES- **XXXX**  
Senior Executive Service Candidate Development Program  
U.S. Environmental Protection Agency  
**Date**, 2016

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## **EXECUTIVE CORE QUALIFICATIONS**

### **LEADING CHANGE**

As Director of Information Technology for the Enforcement Division of the Department of Justice, I created a strategic plan to reorganize and redirect responsibility for technical systems integration and execution across five departmental IT divisions. A major goal was to ensure all IT projects aligned with agency IT strategic goals.

- Oversaw the reviews for internal and external systems, documents, and technical programs for all systems activities.
- Consolidated and standardized quality review requirements to deliver a consistent, coordinated systems validation process across the department.
- Directed a server consolidation and change management across five divisions resulting in a reduction of 3 large servers and a reduction from 11 support contracts to three, with a net savings of more than \$5 million.
- Consolidated 10 data centers into a single data center, resulting in a cost reduction of 25%, and exceeding OMB targets for cost savings.

### **LEADING PEOPLE**

As the Deputy Director of Information Technology for the Rule of Law Division of the Department of Justice, I reshaped the organization's performance capabilities and commitment to quality customer service. Upon my arrival, I immediately observed the absence of service and performance expectations, and a culture of poor performance. I took the following actions:

- I established a strategic plan to address the required change focusing on setting customer service expectations for staff and developing employees to their fullest potential.
- I conducted a competency assessment of all IT civil service employees using the CIO Council's updated Clinger-Cohen Core Competencies, and identified key competency gaps. Closed core competency gaps for the IT workforce by 30%. Increased employee IT certification from 45% to 95% for all staff in three years.
- I developed performance standards with clear components of customer service standards and included annual customer service goals. All performance ratings and awards are now reviewed by an IT Board. Exceptional performance evaluations are based on documented successes and merit.
- I inspired team commitment resulting in new processing procedures and new efficiencies leading to savings of over 50% in processing time.

### **RESULTS DRIVEN**

As the new Director of Information Technology for the Enforcement Division of the Department of Justice, my goals were to improve organizational efficiencies and improve customer service quality and commitment. Customers were turning to outsourced vendors in business due to our poor servicing. This was leading to a decrease in our customer base and revenue. Upon my arrival, I immediately implemented metrics that identified customer service issues and allowed for accountability and tracking performance.

- I led the development of a customer service survey instrument, collected baseline data, and have continued on-going tracking for five years.

- Based on survey results, I reorganized the division, provided training toward professional occupational certifications, and established a new Technical Support Center and staffed it with high performing employees and contract staff.
- Dramatic improvements in customer service have been realized in the program areas. The overall performance changed from a “poor” category (2.00 out of 5.00) to “very good” (4.35 out of 5.00) within two years and has been sustained.
- The Technical Support Center achieved a customer satisfaction score of 4.50 on a 5.00 rating scale in the first year and 5.0 ratings for all following years.<sup>3</sup>
- I replaced the agency’s legacy financial system by migrating to a Federal shared services partner, using their modern Oracle enterprise resource planning financial system module, which significantly improved system functionality while reducing operations and maintenance costs for the financial system by 10%. Migration was accomplished on time, and on budget, meeting 100% of client requirements.
- As a result of these changes I have increased the organizational customer base by 30% and increased funding by \$2 million.

### **BUSINESS ACUMEN**

As Deputy Director of Information Technology for the Rule of Law Division in the Department of Justice, I was responsible for integrating and coordinating information technology requirements and emerging enterprise solutions nationwide. I executed an annual program budget that exceeded \$90 million and improved the efficiency and budget allocations across major IT functions. Upon my arrival, I determined that tasks were late over 25% of the time; there was no ability to track costs for major activities or the overall cost of doing business. There was no capability to determine how much employee time was spent on responding to over 1150 tasks within a year for the programs in the portfolio.

- I led a work flow study that outlined key activities throughout the organization. Using the results, I led the development of a reconstruction and implementation plan to overhaul the staffing activities and staff time allocated for major tasks.
- I led the development of a portfolio tracking system with staffing costs and performance time for each program area.
- I developed a human capital strategic plan for IT employees that identified emerging technologies to support the agency mission. Strategies used a mix of targeted recruiting, hiring incentives, training the existing workforce and outsourcing to acquire the talent needed to master these technologies, including cloud computing, social media and cybersecurity. Implementation of this plan significantly enhanced organizational capabilities and performance by 25%, and improved contractor oversight.
- I established standardized task requirements which reduced the time spent on tasks from beginning to end by 30%, reduced the annual tasks performed from over 1150 to 800, and reduced the cost of doing business by 20%. Received a Director’s Special Commendation award for the improved management of tasks and reduced costs.

### **BUILDING COALITIONS**

As Director of Information Technology for the Enforcement Division of the Department of Justice, I was appointed to lead the CIO Council’s Federal Data Center Consolidation Task Force which was comprised of ten Federal agencies. The goal was to prepare recommendations for Federal policymaking to meet Federal consolidation goals while still

addressing cybersecurity. This required a report, with agreed upon recommendations, to the Office of Management and Budget.

- I was elected by the task group members to lead one of three subcommittees to produce a report on impacts of the consolidation effort and overall recommendations.
- I led the design and adoption of a vision statement, led the development of a set of working principles, and negotiated a schedule for the report development process.<sup>4</sup>
- I led difficult meetings and negotiated with 10 agency CIO representatives, all with a wide range of interests and concerns, in order to reach a consensus on a final list of recommendations and impact statements.
- I led the preparation of a draft report of findings and brought external stakeholders together for their comments.
- I oversaw the development of a final report to the Office of Management and Budget which provided final consolidation goals, recommendations, and an implementation strategy of the impact statements.
- OMB accepted most of the recommendations and used the report to issue guidance to all Federal agencies, the first such guidance of its kind on cybersecurity.

#### **OTHER PROFESSIONAL POSITIONS HELD**

List significant positions held with dates

#### **PROFESSIONAL AFFILIATIONS/HONORS/AWARDS:**

- Member of the CIO Council Federal Data Center Consolidation Task Force (2015)
- The Attorney General's Award for Excellence in Management (2014)
- The Director's Award for Outstanding Service (2012)

#### **EDUCATION AND SPECIALIZED TRAINING (DO NOT INCLUDE THE NAME OR LOCATION OF ANY COLLEGE OR UNIVERSITY)**

- ~~Stanford University,~~ Bachelor of Sciences, Electrical Engineering
- ~~Carnegie Mellon University,~~ Master of Science, Electrical Engineering
- ~~Carnegie Mellon,~~ SEI Certificate in SOA Architecture Certificate
- ~~Harvard University, Kennedy School,~~ Senior Managers in Government