Department of Commerce
Office of Human Resources Management (OHRM)

Success Profile Template

Success profiles will compile information on critical skills and success factors for each OS SES position and support organizational leaders in determining succession planning priorities and strategies.

Provides an overview of critical elements and technical competencies that are the most impactful to the SES position and their required proficiency levels. Defined proficiency levels can be found on slide 11. Sample critical elements can be found on slide 12 and sample technical competencies can be found on slide 13.

Provides a description the top 3 potential disruptions to the position based on DOC and federal government strategic priorities, technology and other trends. Also provides an overview of projected future competency needed to support long-term success.

Provides summary metrics used to prioritize the SES position for succession planning.

Provides a summary of the position.

Provides an overview of any relevant experience (i.e., previous positions, external experience), education, training and certifications, and other successful attributes that would help to identify qualified candidates for the position.

Provides an overview of the number of staff ready to enter the position today, the talent groups where those employees that could step into this position may come from (i.e., occupational series, grade level, etc.,) as well as the incumbent's perception of staffing, skills, competency, proficiency, and/or other human capital gaps that exist within those talent groups

[Position] Success Profile

DRAFT

Incumbent:	Office:
Incumbent Time in Position:	Location:
Organization:	Reports to:
Size of Organization:	Number of Reports:
Series:	Related Positions:

Top Critical Elements	Required Proficiency Level**	Top Technical Competencies	Required Proficiency Level**
Critical Element #1		Competency #1	
Critical Element #2		Competency #2	
Critical Element #3		Competency #3	
Critical Element #4		Competency #4	
Critical Element #5		Competency #5	

OPM Proficiency Level Scale***	Level 1: Awareness	Level 2: Basic	Level 3: Intermediate	Level 4: Advanced	Level 5: Expert

Future Position Needs

	Political	Economic	Social	Technological	Legal	Environmental
Top Disruption Risks	Top Disruption Risks Description					
Projected Future Competency Needs — Critical Elements						
Projected Future Competency Needs — Technical						

Position Impact*	Vacancy Risk*	Disruption Risk*
1/2/3	1/2/3	1/2/3
High/Med./Low	High/Med./Low	High/Med./Low

Position Summary

Suggested Experience

Work Experience	
Education	
Trainings & Certifications	
Other Successful Attributes	

Position Pipeline

Number of Staff Ready to Enter Position*	0	1-4	5+
Well Positioned Talent Groups			
Talent Group Gaps*	Low	Medium	High

*Sensitive information to be removed prior to sharing
**Office of Personnel Management Proficiency Levels: https://www.opm.gov/policy-data-oversight/assessment-and-selection/competencies/proficiency-levels-for-leadership-competencies.pdf
***Provided for reference

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[Position] Success Profile

Incumbent:		Office:	
Incumbent Time in Position:		Location:	
Organization:		Reports to:	
Size of Organization:		Number of Reports:	
Series:		Related Positions:	

Position Impact*
1/2/3
High/Med./Low

Vacancy Risk*
1/2/3
High/Med./Low

Disruption Risk*
1/2/3
High/Med./Low

Top Critical Elements	Required Proficiency Level**
Critical Element #1	
Critical Element #2	
Critical Element #3	
Critical Element #4	
Critical Element #5	

Top Technical Competencies	Required Proficiency Level**
Competency #1	
Competency #2	
Competency #3	
Competency #4	
Competency #5	

OPM Proficiency Level Scale*	*Level 1: Awareness*	*Level 2: Basic*	*Level 3: Intermediate*	*Level 4: Advanced*	*Level 5: Expert*

Position Summary

Suggested Experience

Work Experience	
Education	
Trainings & Certifications	
Other Successful Attributes	

Future Position Needs

Top Disruption Risks	*Political*	*Economic*	*Social*	*Technological*	*Legal*	*Environmental*
	Top Disruption Risks Description					
	5+					
Projected Future Competency Needs	*Critical Elements*					
	Technical					

Position Pipeline

Number of Staff Ready to Enter Position*	*0*	*1-4*	*5+*
Well Positioned Talent Groups			
Talent Group Gaps*	*Low*	*Medium*	*High*

Proficiency Levels

Below are definitions for proficiency levels based on OPM standards for SES employees to reference when selecting the required proficiency levels for the top competencies for their position.

Proficiency Level	Description
Level 1: Awareness	Applies the competency in the simplest situations; requires close and extensive guidance
Level 2: Basic	Applies the competency in somewhat difficult situations; requires frequent guidance
Level 3: Intermediate	Applies the competency in difficult situations; requires occasional guidance
Level 4: Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance
Level 5: Expert	Applies the competency in exceptionally difficult situations; serves as a key resource and advises others

Critical Elements

Survey respondents will select the critical elements that are the most impactful to their position from the below list. These critical elements are summaries of Office of Personnel Management (OPM's) Executive Core Qualifications* and are consistent across all SES positions.

Competency	Description
Leading Change	• Brings about strategic change, both within and outside the organization, to meet organizational goals • Encourages new ideas and innovations and designs and implements new or cutting-edge programs/processes • Rapidly adapts to new information, changing conditions, or unexpected obstacles. • Takes a long-term view and builds a shared vision with others, and influences others to translate vision into action
Leading People	• Leads people toward meeting the organization's vision, mission and goals • Encourages creative tension and differences of opinions, and manages and resolves conflicts and disagreements in a constructive manner • Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization • Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods • Facilitates cooperation and motivates team members to accomplish group goals
Results Driven	• Able to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks • Holds self and others accountable for measurable high-quality, timely, and cost-effective results • Anticipates and meets the needs of both internal and external customers to deliver high-quality products and service • Makes well-informed, effective, and timely decisions, even when data are limited, or solutions produce unpleasant consequences • Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise
Business Acumen	• Understands the organization's financial processes • Builds and manages workforce based on organizational goals, budget considerations, and staffing needs, and ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems • Keeps up-to-date on technological developments and makes effective use of technology to achieve result
Building Coalitions	• Develops networks and builds alliances, and collaborates across boundaries to build strategic relationships and achieve common goals • Identifies the internal and external politics that impact the work of the organization and acts accordingly • Gains cooperation from others to obtain information and accomplish goals

Technical Competencies

Survey respondents will select the technical competencies that are the most impactful to their position from a library of relevant competencies from the OPM Mosaic Model. Given the wide variety of technical skills, we anticipate a high level of variability among the top technical competencies selected. The below list provides a sample of technical competencies that will be found in this library.

Competency	Description
Acquisition Strategy	Knowledge of the principles and methods for developing an integrated acquisition management plan that describes the business, technical, and support strategies, including the relationship between the acquisition phases, work efforts, and key program events (for example, decision points, contract awards, test activities). Knowledge of various types of contracts, techniques, or requirements (for example, Federal Acquisitions Regulations) for contracting or procurement, and contract negotiation and administration.
Communications and Stakeholder Management	Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who exert influence over the process and its results, and those who have a vested interest in the outcome (positive or negative). Communicates a clear, concise, organized, and convincing manner for the intended audience.
Data Management	Knowledge of the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data archiving, data disposal, and data standardization processes.
Data Systems	Knowledge of computer hardware and software development and systems as they apply to the conception, specification, analysis, planning, development, installation, test, modification and use of data handling and computing systems.
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
Legal, Government, and Jurisprudence	Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, Government regulations, Executive orders, agency rules, Government organization and functions, and the democratic political process.
Project Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
Risk Management	Knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of failures and their consequences.
Security	Knowledge of the laws, regulations, and guidelines related to securing personnel, facilities, and information, including the requirements for handling, transporting, and protecting classified information and proper reporting of security incidents.