



Health Services Professional  
Advisory Committee

# Milestones for Building Executive Skills

*Executive Skill Building Program*

Part 4 of 4

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# Milestones for Building Executive Skills

## The path to operational leadership

The knowledge and skill areas included in the Professional Core Competency Program are progressive in nature and are divided into three career milestones:

### **Cornerstone** / kôrner stôn/

**The foundation or starting place for the development of something momentous.** In architecture, all other stones are set in reference to this stone thus, determining the position of the entire structure. The skills identified at this level are foundational in nature and support the next two levels of knowledge and learning.

### **Keystone** /'kē stôn/

**The central stone that locks all components into position.** The keystone is crucial in securing the building of a structure. This stone is a hallmark for strength, good architecture and planning, and serves as a point of intersection. The keystone level anchors the majority of executive knowledge and skills included in the inventory.

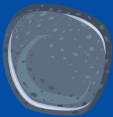
### **Capstone** /'kəp stôn/

**The highest achievement or most important step in a process.** The capstone is the culminating step and symbolizes your mastery of the program. This level represents the pinnacle of operational and executive leadership in public health.

**\* To progress to the next milestone, you should be proficient in each skill at your current level. Your supervisor, experts, and mentor should confirm proficiency.**



**Capstone**  
ADVANCED



**Keystone**  
INTERMEDIATE



**Cornerstone**  
FOUNDATIONAL



## Cornerstone Level

Executive Skills	
Policy	<ul style="list-style-type: none"><li><input type="checkbox"/> Federal Budget Process (Congressional Reports and Records, Committee Reports)</li><li><input type="checkbox"/> Appropriations Law</li></ul>
Human Resources	<ul style="list-style-type: none"><li><input type="checkbox"/> Federal Hiring Process</li><li><input type="checkbox"/> Effective Communication</li><li><input type="checkbox"/> Time Management</li></ul>
Resource and Financial Management	<ul style="list-style-type: none"><li><input type="checkbox"/> Federal Budget Process</li><li><input type="checkbox"/> Federal Budget Terminology</li><li><input type="checkbox"/> Agency Budget Process</li></ul>
Grants and Contracts	<ul style="list-style-type: none"><li><input type="checkbox"/> Life cycle of Federal Grants</li><li><input type="checkbox"/> Life cycle of Federal Contracts</li></ul>
Organizational Management	<ul style="list-style-type: none"><li><input type="checkbox"/> Project Management – managing the lifecycle of funded activities</li><li><input type="checkbox"/> Developing and tracking project budgets</li><li><input type="checkbox"/> Standard Operating Procedures</li><li><input type="checkbox"/> Federal Records Management</li><li><input type="checkbox"/> Data Collection and Utilization</li><li><input type="checkbox"/> Memorandum of Agreement/ Understanding (MOA/MOU)</li><li><input type="checkbox"/> Interagency Agreements (IAA)</li></ul>
Communication	<ul style="list-style-type: none"><li><input type="checkbox"/> Effective Communication</li><li><input type="checkbox"/> Principles and platforms for training development and presentation</li><li><input type="checkbox"/> 508 Compliance</li><li><input type="checkbox"/> Engaging Stakeholders</li></ul>
Leadership	<ul style="list-style-type: none"><li><input type="checkbox"/> Leadership Core Competencies</li><li><input type="checkbox"/> Characteristics of great leaders</li><li><input type="checkbox"/> Operational Leadership</li><li><input type="checkbox"/> Strategic Leadership</li><li><input type="checkbox"/> Emotional Intelligence</li><li><input type="checkbox"/> Developing, Communicating and Implementing a Vision</li></ul>



## Keystone Level

Executive Skills	
Policy	<input type="checkbox"/> Federal Legislative Process (Authorizations and Appropriations) <input type="checkbox"/> Legislative Research
Human Resources	<input type="checkbox"/> Supervising civilians, contractors, and cc officers <input type="checkbox"/> Conflict Resolution <input type="checkbox"/> Performance Management <input type="checkbox"/> Training (development and implementation) <input type="checkbox"/> Rights of a Supervisor <input type="checkbox"/> Rights of Employees
Resource and Financial Management	<input type="checkbox"/> Managing program budgets and reporting
Grants and Contracts	<input type="checkbox"/> Selecting the correct funding instrument: contracts, grants and cooperative agreements
Organizational Management	<input type="checkbox"/> Portfolio Management- managing the lifecycle of multiple projects <input type="checkbox"/> Process Improvement (i.e. Lean Thinking) <input type="checkbox"/> Workflow management <input type="checkbox"/> Business intelligence and analytics <input type="checkbox"/> Document Clearance Process <input type="checkbox"/> IT systems and functionality development <input type="checkbox"/> GAO and OIG Inquiries <input type="checkbox"/> Evaluation Techniques <input type="checkbox"/> Data Analysis <input type="checkbox"/> Data Visualization <input type="checkbox"/> Implementation Science
Communication	<input type="checkbox"/> Writing (Professional, Technical, Creative) <input type="checkbox"/> Responding to Congressional inquiries and correspondence
Leadership	<input type="checkbox"/> Leadership vs Management vs Supervision <input type="checkbox"/> Understanding your strengths and weaknesses <input type="checkbox"/> Discovering and Honing your leadership style <input type="checkbox"/> Engaging Stakeholders <input type="checkbox"/> Self-care and Wellness <input type="checkbox"/> Leading People



## Capstone Level

Executive Skills	
Policy	<ul style="list-style-type: none"><li><input type="checkbox"/> Federal Regulation Process</li><li><input type="checkbox"/> Development/Formulation</li><li><input type="checkbox"/> Administrative Procedures (Notice of Proposed Rule Making Process)</li></ul>
Human Resources	<ul style="list-style-type: none"><li><input type="checkbox"/> Labor and Employee relations (scope and process)</li><li><input type="checkbox"/> Bargaining Unit Guidelines</li><li><input type="checkbox"/> Human Resource Planning</li><li><input type="checkbox"/> Coaching, mentoring and motivating staff</li><li><input type="checkbox"/> Creating/Coaching/Managing IDPs</li><li><input type="checkbox"/> Employee Assistance Programs</li><li><input type="checkbox"/> Creating a Culture of Wellness</li></ul>
Resource and Financial Management	<ul style="list-style-type: none"><li><input type="checkbox"/> Agency Resource (Budget) Planning Process</li><li><input type="checkbox"/> Operational Plans</li></ul>
Grants and Contracts	<ul style="list-style-type: none"><li><input type="checkbox"/> Cost Principles</li><li><input type="checkbox"/> Contract negotiation</li></ul>
Organizational Management	<ul style="list-style-type: none"><li><input type="checkbox"/> Executive Priorities</li><li><input type="checkbox"/> A-123 audit process</li><li><input type="checkbox"/> Organizational Assessments</li><li><input type="checkbox"/> Enterprise Risk Management</li><li><input type="checkbox"/> Population (Health) Management</li><li><input type="checkbox"/> OMB Clearance Process</li><li><input type="checkbox"/> A-19 process</li><li><input type="checkbox"/> Quality Assurance</li></ul>
Communication	<ul style="list-style-type: none"><li><input type="checkbox"/> Change Management</li><li><input type="checkbox"/> Internal and external communication methods</li><li><input type="checkbox"/> Federal Plain Language</li><li><input type="checkbox"/> Social and Earned Media</li></ul>
Leadership	<ul style="list-style-type: none"><li><input type="checkbox"/> Leading Cross Functional Teams</li><li><input type="checkbox"/> Situational Leadership</li><li><input type="checkbox"/> Political Savvy</li><li><input type="checkbox"/> Change management and Leading Change</li></ul>