

## Complete List of Government Manager of Managers/Executive Critical Experiences

Government Experiences	Manager of Managers/ Executive
1. Partner with others in the organization	<i>M</i> = 4.78 <i>SD</i> = .41
2. Engage employees or colleagues	<i>M</i> = 4.78 <i>SD</i> = .44
3. Monitor work to ensure it adheres to Federal law, regulations, and policies	<i>M</i> = 4.67 <i>SD</i> = .50
4. Make decisions in a timely manner that will benefit the organization	<i>M</i> = 4.56 <i>SD</i> = .88
5. Communicate with people outside of current branch, agency, or organization	<i>M</i> = 4.56 <i>SD</i> = .73
6. Personally complete special assignments from an Executive	<i>M</i> = 4.56 <i>SD</i> = .73
7. Oversee work to ensure meeting Federal law, regulations, and policies	<i>M</i> = 4.56 <i>SD</i> = .73
8. Manage performance of subordinates	<i>M</i> = 4.44 <i>SD</i> = .88
9. Lead project teams	<i>M</i> = 4.44 <i>SD</i> = .73
10. Demonstrate that project work adds value to the organization	<i>M</i> = 4.44 <i>SD</i> = .73
11. Lead multiple projects	<i>M</i> = 4.44 <i>SD</i> = .53
12. Deliver effective briefings to senior management and/or customers	<i>M</i> = 4.44 <i>SD</i> = 1.01
13. Complete high visibility assignments	<i>M</i> = 4.44 <i>SD</i> = .53
14. Manage available resources	<i>M</i> = 4.44 <i>SD</i> = .53
15. Complete highly complex projects that include a wide range of skills necessary (e.g., analytical skills, knowledge of various methodologies)	<i>M</i> = 4.44 <i>SD</i> = .53
16. Deliver presentations to customers	<i>M</i> = 4.44 <i>SD</i> = .73
17. Demonstrate political savvy in structuring and designing projects	<i>M</i> = 4.44 <i>SD</i> = .53

18. Follow timelines and budgets on project work	<i>M</i> = 4.33 <i>SD</i> = .87
19. Develop knowledge and familiarity with multiple areas in the organization	<i>M</i> = 4.33 <i>SD</i> = .71
20. Work on a breadth of projects with different types of customers and on multiple teams	<i>M</i> = 4.33 <i>SD</i> = .71
21. Empower employees or colleagues	<i>M</i> = 4.33 <i>SD</i> = .87
22. Develop strategy for the organization	<i>M</i> = 4.33 <i>SD</i> = .71
23. Provide developmental opportunities to subordinates	<i>M</i> = 4.22 <i>SD</i> = .83
24. Manage multiple projects and/or working with one specific, long-term client	<i>M</i> = 4.22 <i>SD</i> = .83
25. Use creativity in designing new projects	<i>M</i> = 4.22 <i>SD</i> = .83
26. Use research and methodology skills to add value to diverse array of customers	<i>M</i> = 4.22 <i>SD</i> = .83
27. Serve as a representative of the organization to both Executive level employees and the general public	<i>M</i> = 4.22 <i>SD</i> = .97
28. Manage budgets for a portfolio of projects	<i>M</i> = 4.22 <i>SD</i> = .97
29. Create and administer own projects from start to finish	<i>M</i> = 4.11 <i>SD</i> = .93
30. Create strategic plans	<i>M</i> = 4.11 <i>SD</i> = 1.05
31. Become a part of a task force and/or committees	<i>M</i> = 4.00 <i>SD</i> = .71
32. Actively build networks with others	<i>M</i> = 4.00 <i>SD</i> = .76
33. Serve on special committees/work groups with employees of other government organizations	<i>M</i> = 3.89 <i>SD</i> = 1.05
34. Maintain a budget for specific department	<i>M</i> = 3.89 <i>SD</i> = 1.27
35. Lead subject matter expert (SME) meetings	<i>M</i> = 3.78 <i>SD</i> = 1.20
36. Proofread test materials written by others	<i>M</i> = 3.78 <i>SD</i> = 1.64
37. Work with customers or stakeholders who are not local	<i>M</i> = 3.78 <i>SD</i> = .67

38. Recommend scoring methods and standards for employment tests	<i>M</i> = 3.78 <i>SD</i> = 1.64
39. Develop and/or contribute to Federal laws and regulations regarding human capital policy	<i>M</i> = 3.78 <i>SD</i> = 2.17
40. Serve as a subject matter expert in a given area.	<i>M</i> = 3.75 <i>SD</i> = 1.04
41. Make decisions in a timely manner that will benefit the organization with an emphasis on long-term planning and overall organizational benefit	<i>M</i> = 3.67 <i>SD</i> = 1.32
42. Manage and develop broad-based human capital initiatives (e.g., initiatives for the organization)	<i>M</i> = 3.67 <i>SD</i> = 1.41
43. Conduct administrative duties	<i>M</i> = 3.56 <i>SD</i> = 1.24
44. Teach others how to use selection instruments	<i>M</i> = 3.56 <i>SD</i> = 1.42
45. Develop and maintain a budget for multiple areas	<i>M</i> = 3.56 <i>SD</i> = 1.01
46. Apply professional & technical knowledge in selection & licensing problems	<i>M</i> = 3.56 <i>SD</i> = 1.81
47. Plan and evaluate proposals	<i>M</i> = 3.44 <i>SD</i> = 1.24
48. Keep up to date with literature in specialty area(s)	<i>M</i> = 3.44 <i>SD</i> = .88
49. Develop or edit selection instruments	<i>M</i> = 3.44 <i>SD</i> = 1.42
50. Understand psychometric principles and their implication for Federal service	<i>M</i> = 3.44 <i>SD</i> = 1.67
51. Write technical reports	<i>M</i> = 3.33 <i>SD</i> = 1.41
52. Conduct succession planning	<i>M</i> = 3.33 <i>SD</i> = 1.12
53. Represent department in depositions and testimony	<i>M</i> = 3.33 <i>SD</i> = 1.94
54. Participate in continuing education on successful management techniques	<i>M</i> = 3.22 <i>SD</i> = 1.56
55. Represent the department in depositions and testimonies to Congressional committees	<i>M</i> = 3.22 <i>SD</i> = 2.11
56. Prepare instructions for scoring examinations	<i>M</i> = 3.00 <i>SD</i> = 1.66
57. Testify in court (e.g., defending validity of selection system)	<i>M</i> = 3.00 <i>SD</i> = 1.87

58. Present research at professional meetings and conferences	$M = 2.89$ $SD = 1.05$
59. Testify in court (e.g., defending validity of selection instrument)	$M = 2.75$ $SD = 1.91$
60. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	$M = 2.44$ $SD = 1.33$
61. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	$M = 2.44$ $SD = 1.33$

*Note:* Means and standard deviation reported for all experiences of Manager of Managers/Executive ( $n = 8 - 9$ ) within Government.