



**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
UNIT 29351  
APO AE 09014-9351

AEAGA-C

1 March 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Application of Leadership Competencies for Supervisory Positions

This memorandum expires 31 May 2007.

1. Reference Army in Europe Command Policy Letter 25, 21 December 2004, Civilian Employee and Leader Development.
2. In 1997 the Office of Personnel Management (OPM) conducted an extensive study on the attributes of successful leaders. From this research, OPM identified five critical leadership competencies, referred to as Executive Core Qualifications (ECQs), that are essential to organizational success. These five competencies—Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions/Communications—are the criteria used in selecting personnel for the Senior Executive Service (SES).
3. As we prepare for significant change in the European theater, the leadership competency of our supervisors is critical. Effective 1 May 2005, managers and hiring officials in USAREUR will use leadership competencies as the basis for selecting candidates for supervisory positions, and for promoting and developing supervisors. The Civilian Human Resource Agency, Europe Region, will continue to issue referral lists with the best-qualified candidates based on technical and functional skills.
4. To prepare for this change in leader selection and development, leadership-competency training will be conducted in April 2005 for all supervisors and for employees interested in preparing and competing for supervisory positions. A schedule of training dates, times, and locations will be posted on the Civilian Personnel Directorate Web site at <http://www.per.hqusareur.army.mil/cpd/> under Leader Development.
5. It is important that supervisors attend this training. During these sessions, the 5 ECQs and the 27 defining leadership competencies identified by OPM will be explained. In addition, supervisors will learn how to conduct competency-based interviews, make sound personnel decisions based on the competencies, assess their own competencies, and incorporate the results in their individual development plans.
6. Successful organizations develop and promote leaders who are able to envision the future, motivate others to follow their vision, and lead in new directions. In this time of transformation and reorganization, leadership competencies are more critical than ever before.

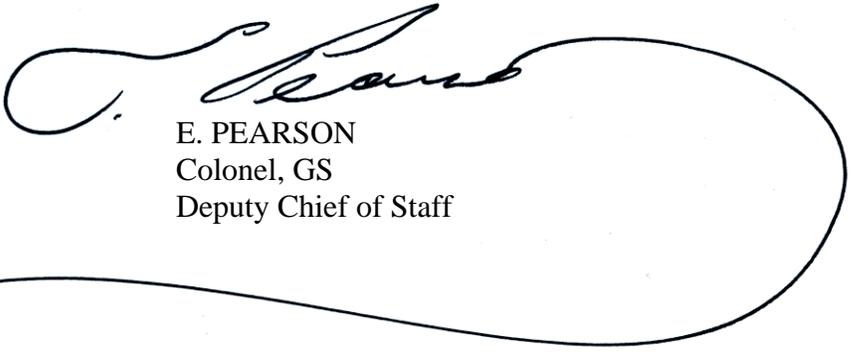
*This memorandum is available at <https://www.aeaim.hqusareur.army.mil/library/>.*

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7. We must take advantage of this opportunity to develop and promote our leaders so that they are prepared to face the challenges of tomorrow.

FOR THE COMMANDER:



E. PEARSON  
Colonel, GS  
Deputy Chief of Staff

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