

Complete List of Government Manager Critical Experiences

Government Experiences	Manager
1. Manage performance of subordinates	<i>M</i> = 4.54 <i>SD</i> = .52
2. Lead project teams	<i>M</i> = 4.46 <i>SD</i> = .66
3. Provide developmental opportunities to subordinates	<i>M</i> = 4.42 <i>SD</i> = .52
4. Demonstrate that project work adds value to the organization	<i>M</i> = 4.38 <i>SD</i> = .65
5. Lead multiple projects	<i>M</i> = 4.33 <i>SD</i> = .49
6. Deliver effective briefings to senior management and/or customers	<i>M</i> = 4.31 <i>SD</i> = .86
7. Make decisions in a timely manner that will benefit the organization	<i>M</i> = 4.31 <i>SD</i> = .48
8. Follow timelines and budgets on project work	<i>M</i> = 4.23 <i>SD</i> = .73
9. Complete high visibility assignments	<i>M</i> = 4.23 <i>SD</i> = .73
10. Monitor work to ensure it adheres to Federal law, regulations, and policies	<i>M</i> = 4.23 <i>SD</i> = .60
11. Manage multiple projects and/or working with one specific, long-term client	<i>M</i> = 4.23 <i>SD</i> = .83
12. Develop knowledge and familiarity with multiple areas in the organization	<i>M</i> = 4.23 <i>SD</i> = .44
13. Manage available resources	<i>M</i> = 4.23 <i>SD</i> = .73
14. Complete highly complex projects that include a wide range of skills necessary (e.g., analytical skills, knowledge of various methodologies)	<i>M</i> = 4.15 <i>SD</i> = .80
15. Create and administer own projects from start to finish	<i>M</i> = 4.15 <i>SD</i> = .80
16. Deliver presentations to customers	<i>M</i> = 4.15 <i>SD</i> = .80
17. Work on a breadth of projects with different types of customers and on multiple teams	<i>M</i> = 4.15 <i>SD</i> = .80

18. 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> = 4.08 <i>SD</i> = .52
19. Empower employees or colleagues	<i>M</i> = 4.08 <i>SD</i> = .64
20. Communicate with people outside of current branch, agency, or organization	<i>M</i> = 4.00 <i>SD</i> = .91
21. Partner with others in the organization	<i>M</i> = 4.00 <i>SD</i> = .82
22. Serve as a subject matter expert in a given area.	<i>M</i> = 4.00 <i>SD</i> = 1.21
23. Personally complete special assignments from an Executive	<i>M</i> = 4.00 <i>SD</i> = .91
24. Use creativity in designing new projects	<i>M</i> = 4.00 <i>SD</i> = .71
25. Become a part of a task force and/or committees	<i>M</i> = 4.00 <i>SD</i> = .58
26. Demonstrate political savvy in structuring and designing projects	<i>M</i> = 3.92 <i>SD</i> = .49
27. Engage employees or colleagues	<i>M</i> = 3.92 <i>SD</i> = .52
28. Plan and evaluate proposals	<i>M</i> = 3.92 <i>SD</i> = 1.00
29. Use research and methodology skills to add value to diverse array of customers	<i>M</i> = 3.85 <i>SD</i> = .99
30. Lead subject matter expert (SME) meetings	<i>M</i> = 3.83 <i>SD</i> = 1.03
31. Develop strategy for the organization	<i>M</i> = 3.77 <i>SD</i> = .93
32. Write technical reports	<i>M</i> = 3.69 <i>SD</i> = 1.18
33. Keep up to date with literature in specialty area(s)	<i>M</i> = 3.69 <i>SD</i> = .75
34. Actively build networks with others	<i>M</i> = 3.69 <i>SD</i> = .86
35. Create strategic plans	<i>M</i> = 3.69 <i>SD</i> = 1.18
36. Serve as a representative of the organization to both Executive level employees and the general public	<i>M</i> = 3.67 <i>SD</i> = .78
37. Conduct administrative duties	<i>M</i> = 3.62 <i>SD</i> = 1.04

38. Serve on special committees/work groups with employees of other government organizations	<i>M</i> = 3.54 <i>SD</i> = 1.20
39. Develop or edit selection instruments	<i>M</i> = 3.42 <i>SD</i> = 1.56
40. Teach others how to use selection instruments	<i>M</i> = 3.42 <i>SD</i> = 1.44
41. Maintain a budget for specific department	<i>M</i> = 3.42 <i>SD</i> = 1.38
42. Oversee work to ensure meeting Federal law, regulations, and policies	<i>M</i> = 3.38 <i>SD</i> = .65
43. Manage budgets for a portfolio of projects	<i>M</i> = 3.31 <i>SD</i> = 1.18
44. Manage and develop broad-based human capital initiatives (e.g., initiatives for the organization)	<i>M</i> = 3.27 <i>SD</i> = 1.27
45. Proofread test materials written by others	<i>M</i> = 3.25 <i>SD</i> = 1.42
46. Present research at professional meetings and conferences	<i>M</i> = 3.25 <i>SD</i> = 1.14
47. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	<i>M</i> = 3.23 <i>SD</i> = .83
48. Work with customers or stakeholders who are not local	<i>M</i> = 3.18 <i>SD</i> = 1.47
49. Recommend scoring methods and standards for employment tests	<i>M</i> = 3.17 <i>SD</i> = 1.40
50. Understand psychometric principles and their implication for Federal service	<i>M</i> = 3.10 <i>SD</i> = 1.10
51. Develop and maintain a budget for multiple areas	<i>M</i> = 2.92 <i>SD</i> = 1.08
52. Participate in continuing education on successful management techniques	<i>M</i> = 2.91 <i>SD</i> = 1.04
53. Apply professional & technical knowledge in selection & licensing problems	<i>M</i> = 2.83 <i>SD</i> = 1.59
54. Prepare instructions for scoring examinations	<i>M</i> = 2.75 <i>SD</i> = 1.14
55. Conduct succession planning	<i>M</i> = 2.69 <i>SD</i> = 1.11
56. Represent department in depositions and testimony	<i>M</i> = 2.67 <i>SD</i> = 1.80
57. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	<i>M</i> = 2.62 <i>SD</i> = 1.12

58. Develop and/or contribute to Federal laws and regulations regarding human capital policy	$M = 2.13$ $SD = 1.25$
59. Testify in court (e.g., defending validity of selection instrument)	$M = 1.90$ $SD = 1.37$
60. Testify in court (e.g., defending validity of selection system)	$M = 1.89$ $SD = 1.36$
61. Represent the department in depositions and testimonies to Congressional committees	$M = 1.88$ $SD = 1.36$

Note: Means and standard deviation reported for all experiences of Manager ($n = 2 - 3$) within Government.