2016

Executive Onboarding Guide

Office of the Chief Human Capital Officer
Department of Housing and Urban Development

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HUD EXECUTIVE ONBOARDING PROGRAM GOALS

HUD'S FY 2014-2018 STRATEGIC FRAMEWORK

Mission: Create strong, sustainable, inclusive communities and quality, affordable homes for all.

Vision: Improve lives and strengthen communities to deliver on America's dreams.

Strategic Goal 1: Strengthen the Nation's Housing Market to Bolster the Economy and Protect Consumers
Strategic Goal 2: Meet the Need for Quality Affordable Rental Homes
Strategic Goal 3: Use Housing as a Platform to Improve Quality of Life
Strategic Goal 4: Strong, Resilient, and Inclusive Communities

Achieving Operational Excellence: Management Challenges and Objectives

OCHCO's Mission: Employ, develop, and foster a collaborative, high-performing workforce that is capable of fulfilling HUD's mission in a transformative environment.

Human Capital Strategy: HUD's holistic human capital approach is reflected in our "3x5 Strategy":

The 3 refers to the 3 types of work performed by OCHCO: Strategic, Compliance, and Transactional.
The 5 refers to our 5 Human Capital Priorities: 1) Recruiting and Hiring; 2) Leadership Effectiveness; 3) Employee Engagement; 4) Supporting HUD Transformation; and 5) Performance Results.

Human Capital Framework:

- Talent Management
- Performance Culture
- Strategic Planning and Alignment
- Evaluate

Program Goal: To acquire, accommodate, assimilate, and accelerate new leaders into HUD's organizational culture and business and minimize time for productivity.

Program Objectives:

a. To provide a positive socialization experience for senior executives "newly employed" to HUD and/or "newly employed" as members of the Senior Executive Service (SES) or Senior Level (SL) system.
(Alignment to Human Capital Framework – Talent Management)

b. To establish a successful transition for executives.
(Alignment to Human Capital Framework – Performance Culture)

c. To develop executives' awareness of HUD's mission, culture, people, and business processes.
(Alignment to Human Capital Framework – Performance Culture)

d. To embed HUD's core values into all facets of the HUD Executive Onboarding Program in order to assimilate new leaders into HUD's organizational culture and business. HUD's core values:

- Accountability
- Efficiency and Effectiveness
- Fairness and Respect
- Integrity
- Teamwork
- (Alignment to Human Capital Framework – Performance Culture)

EXECUTIVE ONBOARDING COMMUNICATION PLAN

Purpose

HUD's Executive Onboarding is a way of acquiring, accommodating, assimilating, and accelerating new leaders into the organizational culture and business. To help make new Executives feel welcome and comfortable in their new surroundings and to minimize the time needed before Executives are productive in their organization and new position here at HUD.

References

Hit the Ground Running: Establishing a Model Executive Onboarding Process, Training and Development Policy Wiki (OPM), and HUD's Onboarding Framework Checklist.

Office of Executive Resources

The Office of Executive Resources (OER) is the lead organization responsible for the oversight of this program.

Program Intent

a. OER will collaborate with HUD program office managers, staff, and HUD Learning Enrichment And Resource Network (HUD LEARN) to accomplish HUD's mission and provide continuity of operations and expertise essential to HUD's Executive Members. As leaders, we must build employee confidence by developing their character, competence, and commitment as members of our Executive cadre.

b. To provide a positive socialization experience for *newly employed Executives (1) to learn, understand, and foster an appreciation for Executive culture, and (2) to reduce the amount of time it takes to become fully productive members of the Executive Service.

c. Welcome new executives, establishing their responsibilities, and familiarizing them with HUD culture through the onboarding strategic process. A successful onboarding program creates a positive experience for new executives and advances them to the desired level of productivity as quickly as possible.

d. The manager is responsible for the executive's project assignments, educational opportunities, and career progression. Therefore, the supervisor who takes time to provide information, discuss issues, show concern about the employee's training and acculturation, and who knows the employee's current capabilities and career goals, demonstrates professional concern for every new employee.

e. The information in the following sections provides an overview of HUD's Onboarding Program process. Handbook, Toolkits, Checklists, and additional information are available at: http://hudatwork.hud.gov/.

Onboarding at a Glance

The key to a successful program is the delivery and execution of the Framework Checklist. In order to execute the program smoothly and efficiently, each party must ensure the proper administration and completion of the onboarding process.

a. OER will initiate and monitor that all newly hired executives to ensure managers are completing the required processes of the onboarding program.

b. OER will communicate the new executive's Entrance on Duty (EOD) date to the manager and the Administration Officer (AO) and the manager will identify an Executive Partner and inform him/her of their responsibilities.

Recommendation: AO's keeps track of all hiring actions and keeps hiring manager informed when a new executive is coming on board.

c. Manager will send the new executive a welcome email with Organizational Information and provide the Executive Partners contact information.

d. The OER will administer the orientation and swearing in as part of their normal business practice. Should the organization wish to conduct a ceremonial oath the OER will provide the organization a copy of the Appointment Affidavits form (SF-61).

e. The Executive Partner/AO meets the new executive after orientation to escort the new executive to their work location.

f. Manager, executive and Executive Partner will follow appropriate checklist.

g. Organization POC will participate in monthly working group sessions during the execution and present their findings, lessons learned, and recommendations.

h. HUD Learn will assist OER in conducting periodic surveys, compile data, and share feedback.

i. Don't hesitate to contact your OER POC to answer any questions.

Pre-arrival

a. Once the new executive accepts the job offer and prior to their arrival on day-1, the manager ensures that an Executive Partner is identified and a welcome email is sent.

b. The manager will provide the new executive their Executive Partner's contact information in the welcome email.

c. The Executive Partner's role is to welcome the new arrival, answer questions, and provide information and assistance to ease the transition at the new location. HUD LEARN is responsible for assisting managers in administering features of the Executive Partners program that apply to HUD executives, if available.

d. The Executive Partner should be equivalent in grade or higher than the new executive. The Executive Partner should be familiar with the duties and responsibilities of the newly hired executive. The Executive Partner will assist the executive throughout his/her first 6 – 9 months of the onboarding process or date to be determined by the manager.

Note: Executive Partners provide the first impression of an organization for newly hired executives. Manager should select Executive Partners who represent the organization in a positive manner. Executive Partners will be given reasonable duty time and administrative support to perform their Executive Partnering duties.

e. Executive Partners will follow the Checklist roles and responsibilities and coordinate a time to pick up, meet, and greet new executive on day-1.

1) Manager will provide the new executive materials to assist in a smooth transition into the organization.

2) Managers are a key component for a successful onboarding program and must be held accountable by the organization to ensure the proper implementation and execution of the Onboarding process.

First day

Executives report to the designated location for New Executive Onboarding as determined by the OER. During orientation, Executives will be:

a. Greeted at the security desk.

b. Attend HUD's Executive Onboarding Orientation. This orientation provides an overview of OER's role in managing the lifecycle for the Executive.

Orientation includes:

1) Validation of the Executive's processing forms
2) Maps, building, and facilities information
3) Copy of Appointment Affidavits
4) An overview of the Agency's performance systems
5) Provide the Executive with the Performance Management, Leave, and Telework Policies for review.
6) Welcome from OER Director/Deputy Director
7) Roles, responsibilities and distinctions between political and career employees
8) An overview of the role of the Union at HUD
9) Swearing-in ceremony

Note: While not mandated, the Executive Onboarding model highly recommends having a Senior Leader from the organization administer the swearing in, if not available, OER will swear the executive in. Having senior leaders perform this function emphasizes the importance of this event.

10) Code and verify the employee's data.

c. The Executive Partner or AO gives a tour of the building and escort him/her to the work location.

d. The manager will welcome the new executive and discuss first-day activities, work hours, and make introductions to their senior team and key staff members.

e. If the executive did not receive the employee checklist prior to day-1, the manager will ensure the executive receives the New Employee Framework Checklist, materials, and technical assistance to set up his/her workstation and computer network.

f. Introduce the Executive to direct reports, staff, and senior leaders.

g. Assign an Executive Partner to help the Executive progress in their current position, individual development, and career goals. Questions about "normal protocol" in the organization, finding the right people to go to for information, correct procedures, and learning what is "right" and "wrong" should be easily answered by the Executive Partner.

h. Ensure job roles and responsibilities are clearly communicated.

i. Provide the Executive with the resources, tools, and opportunities to accomplish tasks in this phase.

Within First Week

The goal of the first day is to ensure that the Executive is welcomed into the organization by senior leadership, new staff, and is satisfactorily in-processed. The remainder of the week will be dedicated to deliberate introductions and acclimation of the Executive into the organization, as well as training to help the Executive understand pitfalls and critical issues.

Within 30 Days

The goal within the first 30 days is to establish roles and responsibilities of the new Executive as it relates to performance development and ethical behavior. Executives should also begin to build relationships and business partnerships.

a. Draft the Executive's performance objectives.

b. Executive should create an Executive Development Plan (EDP) with his/her manager and solicit input from Executive Partner.

c. HUD Organizational Programs Booklet – (Hold monthly meeting with new executives inviting organizational representatives to share detailed program information and materials)

d. Discuss with the Executive his/her performance expectations.

e. Register for the OPM SES Briefing for New Executives at https://www.leadership.opm.gov/planning/sesbriefings/index.aspx

f. Executive will consult with his/her Executive Partner beginning to schedule "meet-n-greet" appointments with key stakeholders from other organizations (e.g., programs, policies, and budget).

g. Employee and supervisor will complete 30-day onboarding survey to provide feedback on how the program is working.

h. Order Senior Executive Service (SES) Certificate, when applicable.

i. Conduct an Executive briefing, transition meeting, or other forum to provide the Executive with information about their organization. The briefing should include:

1) Fact sheets on the "hot issues" that will require the Executive's attention within the first 90 days.
2) A quick introduction to personnel policies and rules (financial do's and don'ts, acquisitions, hiring, firing, and contractor support).
3) A discussion of current projects and roles and responsibilities, including past performance standards.
4) Training and information designed to provide initial familiarity with crucial systems and procedures. These are crash courses, but will serve their purpose by making Executives aware immediately of vital systems, laws, and procedures.

j. Training and developmental requirements for onboarding Executives for the next 18 months to include:

- Information Security Awareness
- Privacy Awareness
- Records Retention
- Ethics
- No Fear Act

Within First 90 days

The goal within the first 90 days is to cultivate the new Executive by building competence in the job and providing frequent opportunities for open forum discussions. Executives should begin to have a full workload while managers monitor performance and provide early feedback.

a. Executive should identify professional development opportunities.

b. Executive should review performance objectives with his/her manager and establishes Performance Plan in InCompass.

c. Executive should have been meeting regularly with Executive Partner.

d. Employee and supervisor will complete 90-day onboarding survey to provide feedback on how the program is working.

Within First 180 days

The goal within the first 180 days is to provide guidance and feedback to the Executive to ensure continued success and to make plans for his/her future with the organization.

a. Executive should engage in a leadership assessment process (e.g., 360° Myers Briggs Type Indicator or equivalent) for developmental purposes and to identify areas for improvement; follow up with Executive Partnering and/or action plan, if appropriate.

b. Employee and supervisor will complete 180-day onboarding survey to provide feedback on how the program is working.

Within First Year

The goal within the first year is to monitor performance, individual development, goals, and desires, and to engage the Executive in advancing the mission of the organization.

a. Executive should develop a roadmap for long-term success.

b. Ensure the Executive has attended OPM's SES Briefing and all SES Summits.

c. Follow up with the Manager on any leadership developmental needs Executive may require.

d. Notify the Assistant Secretary/GDAS the probationary period has ended.

e. Employee and supervisor will complete 1-year onboarding survey to provide feedback on how the program is working.

f. Closeout and assess onboarding process.

EXECUTIVE ONBOARDING STANDARD OPERATING PROCEDURE

Purpose

HUD's Executive Onboarding is a way of acquiring, accommodating, assimilating, and accelerating new leaders into the organizational culture and business. To help make new Executives feel welcome and comfortable in their new surroundings and to minimize the time before Executives are productive here at HUD in their organizations and new positions.

Scope

The HUD Executive onboarding initiative is designed to adhere to the following key leadership competencies: 1. Understanding the organization, key stakeholders, business goals and objectives, 2. Understanding the organization's culture, including its unwritten rules, 3. Navigating internal networks and relationships, and, 4. We must endeavor to assist our executives in understanding the organization's expectations for executive leadership. The scope of the program will change as we evaluate its success, incorporate, and mitigate challenges. Decisions will be made based on qualitative and quantitative data. The scope will include the feedback from all stakeholders.

Policies

Although there are no laws or regulations that mandate the establishment of an executive onboarding program, an effective program will help ensure seamless integration of executives into the agency thereby facilitating the accomplishment of SES performance requirements in *5 CFR 430.301* (Managing Senior Executive Performance) and *5 CFR 412.401* (Executive Development).

Accountability

The Chief Human Capital Officer is accountable for ensuring the onboarding program meets the goals and program objectives identified in the HUD Executive Onboarding Program Goals.

The Gaining Organizations (Managers) are accountable for adhering to the procedures and carrying out the key responsibilities outlined in this SOP.

Roles and Responsibilities

The Office of Executive Resources (OER) is responsible for managing the onboarding initiative in an effective and efficient manner. The Lead HR Specialist will manage the process.

Table 1. Roles and Responsibilities

Role	Key Responsibilities
Manager	Recommends selection and submits to OER.
OER Specialist	Prepares and forwards selection letter for Deputy Secretary approval. Upon receipt of approval, organization is notified and name check data is sent to security and selection letter sent to executive.
Personnel Security	Identifies employment suitability of candidates and the security requirements.
OER Specialist	Initiates and completes security process with executive based on personnel security's suitability determination.
Personnel Security	Reviews and adjudicates PIV security package. Sends cleared email announcing candidate has cleared security and activates PIV credentials.
Gaining Organization	Upon receipt of cleared email, the Office Technology Coordinator (OTC) will initiate CHAMPS request. Upon issuance of H number, request will be completed for: work space and equipment property i.e., laptop, blackberry, parking space, business cards, etc.
OER Specialist	Communicates with program office's OTC regarding issuance of H number. Confirms entrance-on-duty (EOD) date with organization and schedules and completes onboarding process.
Manager	Identifies Executive Partner. Sends executive welcome email introducing executive partner.
Gaining Organization	Welcomes executive to organization (meetings with peers and staff).
Executive Partner	Maintains open communication and provides information and guidance navigating the organization.
HUD LEARN	Assist gaining organization with identifying professional development opportunities and assist OER with managing the onboarding evaluations results.

Personnel Qualifications

The experience required to complete this task successfully include knowledge of the SES onboarding process, human capital, and leadership competencies.

Quality Assurance

The OER Director, Deputy Director, and the Lead HR Specialist approve and quality ensures all documents. The Lead HR Specialist will give consultation and guidance.

Records Management

The Staff Administrator will maintain correspondence documentation in OER files on the J drive.

Definitions

Onboarding is the strategic process of welcoming new employees, establishing their responsibilities, and familiarizing them with the HUD culture. A successful onboarding program creates a positive experience for new executives and advances them to the desired level of productivity as quickly as possible.

Continuous Monitoring and Improvement. Uses feedback to identify successes and deficiencies, to adopt, improve, and redesign the onboarding program. Results from evaluations will be utilized to improve and change the program as data is gained.

References

Hit the Ground Running: Establishing A Model Executive Onboaring Process:
http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/Hit_the_Ground_Running_Establishing_a_Model_Executive_Onboarding_Framework_2011.pdf

Training and Development Policy Wiki (OPM):
https://www.opm.gov/wiki/training/New-Employee-Orientation.ashx

HUD's Onboarding Framework Checklist

Procedures

What follows is a step-by-step outline of the onboarding process for new Executives.

Step 1. Gaining organization recommends selection and submits to OER.

Step 2. OER prepares and forwards selection letter for Deputy Secretary's approval.

Step 3. Upon receipt of Deputy Secretary's approval, OER contacts executive to offer position. If position is accepted, organization is notified and selection letter sent to executive.

Step 4. OER Specialist forwards name check data to security.

Step 5. Upon receipt of name check results, OER specialist sends executive email identifying security requirements based on personnel security's suitability determination. Executives are required to complete the following:

- Finger printing in USAccess,
- Eqip (if required),
- PIV Sheet,
- Optional Form-306,
- Rules of Behavior,
- DOJ (FBI) Noncriminal Justice Privacy of Rights Signature Form, and
- Fair Credit Reporting Act of 1970 Form.

Step 6. Upon receipt of required documents and confirmation executive completed fingerprints, PIV Package is sent to personnel security.

Step 7. Personnel Security Specialist reviews PIV package, forwards security package to the Office of Personnel Management, activates PIV credentials, and creates cleared email.

Step 8. Personnel Security Specialist forwards cleared e-mail to AO for processing of the CHAMPs request. AO forwards to OTC for processing of CHAMPs request.

Step 9. Upon receipt of H number, gaining organization will request workspace and equipment property i.e., laptop, blackberry, parking space, business cards, etc.

Step 10. OER specialist contacts the program office for start date and confirms start date with candidate.

Step 11. OER specialist sends out welcome email. Email will consist of:

Step 12. OER conducts orientation and swearing in.

Step 13. Executive Partner or AO will escort executive to work location.

Step 14. Manager will introduce executive to peers and staff.

Step 15. Manager conducts briefing with executive to provide organizational information within first 30 days.

Step 16. HUD LEARN will send executive New Executive Survey and provide OER results of survey, after first 30 days.

Step 17. Executive will complete 30-day New Executive Survey, draft performance objectives with manager, and consult with Executive Partner.

Step 18. OER specialist orders Senior Executive Service (SES) Certificate (when applicable).

Step 19. Executive will identify professional development opportunities and review performance objectives with manager within first 90 days.

Step 20. HUD LEARN will send executive New Executive Survey and provide OER results of survey, after first 90 days.

Step 21. Executive will have engaged in a leadership assessment, receive formal feedback from manager, and have completed Executive Development Plan by 180 days.

Step 22. HUD LEARN will send executive New Executive Survey and provide OER results of survey, after first 180 days.

Step 23. OER specialist will ensure executive has attended OPM's SES Briefing and all SES Summits.

Step 24. HUD LEARN will ensure executive has completed a 360° assessment (or other leadership assessment) and share results with OER.

Step 25. HUD LEARN will send executive New Executive Survey and provide OER results of survey, after first year.

Step 26. OER will follow up with executive to get feedback on their first year with the Department.

Step 27. OER will closeout and assess onboarding process.

MEASUREMENT AND EVALUATION STRATEGY & PLAN

Introduction

This segment outlines the measurement and evaluation strategy and plan for HUD's Executive Onboarding Program. The program objectives are to ensure the new executive:

- Feels valued and supported by leadership
- Understands influential networks
- Understands performance expectations
- Understands the agency culture

Purposes of Evaluation

- Determine success in achieving program goals.
- Identify strengths and weaknesses in the program.
- Compare actual program results with expected results.
- Obtain the views of new executives and supervisors.
- Identify the participants who were most (or least) successful with the program.
- Identify leadership effort toward support of the program.
- Compare the benefits to the cost of the program.
- Enhance the accountability and value of learning and development.
- Assist in marketing for program expansion or for future programming.
- Compare program participant performance to nonparticipant performance at non-pilot agencies.

Overall Evaluation Purpose Statement

These evaluations are being conducted at the request of the CHCO to provide information about the status of program implementation to ensure accountability of all stakeholders and to allow OER managers and program coordinators to make corrections as appropriate.

Evaluation Model(s)

The Four-Level Model. This approach is most often used to evaluate training and development programs. It focuses on four levels of training outcomes: *reactions, learning, behavior, and results*. The major question guiding this kind of evaluation is, "What impact did the intervention have on participants in terms of their reactions, learning, behavior, and impact on organizational results?

Evaluation Targets and Goals

Levels at which we intend to evaluate the pilot by a specific date.

Table 2. Target Levels

Level	Pilot	Planned	Date
Reaction	X		
Learning	X		
Application	X		
Business Impact		X	

Stakeholder Groups

Stakeholders important to the success of measurement and evaluation of the pilot are OER Managers and Program Coordinators, HUD Learn, Managers, Administrative Officers, and Executive Partners.

Responsibilities

The following are the evaluation responsibilities of different groups involved in the pilot.

OER

- Manage the evaluation process
- Develop evaluation tools to administer electronically to participants
- Interview new executives and managers
- Communicate rationale and reasons for evaluation
- Present evaluation data to all stakeholders
- Ensure accountability to see that evaluation strategy is accomplished

HUD Learn

- Assist in the development of evaluation tools
- Utilize internal data collection instruments
- Collect and analyze data
- Interpret results and make recommendations
- Provide technical support on phases of measurement and evaluation
- Assist in communicating results to stakeholders

Managers

- Keep participants focused on program application
- Assist in follow-up activities to capture business impact data (Organizational impact)
- Assist in the collection of data for analysis (Executive Surveys) and reporting
- Remain invested in evaluation data
- Remain available to provide assistance for data collection (promote high survey response rate)

Administrative Officers

- Assist with keeping participant focused on program application
- Assist in the collection of data

Executive Partners

- Assist with keeping participant focused on program application
- Assist in the collection of data

Data Collection Methods

The following highlighted methods are the selected data collection methods planned for the different levels of evaluation.

Table 3. Data Collection Methods

Level 1 (1 Month)	Audience
Executive Surveys	New Executives
Interviews	New Executives, Managers, and Executive Partners
Data Collection	OER Program Coordinator, HUD Learn, Managers. and Executive Partners
Level 2 (3 Months)	**Audience**
Follow-up survey	New Executives, Managers, and Executive Partners
Interviews	New Executives, Managers, and Executive Partners
Data Collection	OER Program Coordinator, HUD Learn, Managers. and Executive Partners
Level 3 (6 - 9 Months)	**Audience**
Follow-up survey	New Executives, Managers
	OER Program Coordinator, HUD Learn, and Managers
Level 4 (1 year)	**Audience**
Follow-up survey	New Executives, Managers
Interviews	New Executives, Managers
Action Planning	OER Program Coordinator, HUD Learn, and Managers

Building Capability

How will agency staff members develop their measurement and evaluation capability to support OER evaluation efforts?

Table 4. Building Capabilities

Action	Audience	Who conducts/organizes
Conducts training on Data Collection and Analysis	Managers, Administrative Officers, and Executive Partners	HUD Learn, OER Program Coordinator
Seek out other learning opportunities (internal/external workshops, etc.) to build measurement capability		

Communication Audiences

These are the specific audiences who need evaluation data.

- Chief Human Capital Officer
- Office of Executive Resources
- HUD Learn
- Program Office Managers

Evaluation Work Plan

Table 5. Evaluation Work Plan

Task Deliverables	Responsibility
Phase 1: Pre Pilot	
Pilot agency interviews	OER
Provide guidance materials	OER
Draft levels 1, 2, 3 and 4	OER
Surveys	OER/HUD Learn
Phase 2: Pilot Implementation	
Conduct Levels 1,2 and 3 surveys as appropriate	OER/HUD Learn
Briefing Sessions	OER
New Executive and Supervisor interviews	OER/HUD Learn
Data Collection/Analysis	OER/HUD Learn
Ongoing report preparation	OER/HUD Learn
Phase 3: Final Evaluation	
Report preparation	OER/HUD Learn
Submission of first draft	OER/HUD Learn
Delivery of final evaluation report	OER/HUD Learn

Evaluation Report/Briefing - Template

Program Evaluation dates for Executive Onboarding: *Month, Year*

Context: *Describes the purpose of the program evaluation. Include background information when and if appropriate.*

Evaluation Process: *Provide an overview of the procedures for the evaluation. Indicate the time frame in which the program evaluation was conducted. Include a brief description of the population who provided evaluative information and the instruments used to gather information. Provide any information about the evaluation design or data collection that should be taken into consideration when drawing conclusions about the program.*

Strengths of Program/Data: *Numbered list stating the strengths of the program based on the results.*

Concerns of Program/Data: *Numbered list stating the concerns of the program based on the results. Include any concerns or weaknesses in the program evaluation that should be taken into consideration when drawing conclusions.*

Recommendations: *Numbered list stating the recommendations based on the results.*

Lessons Learned: *Numbered list stating the lessons learned based on the results.*

Good Practices: *Numbered list stating the good practices based on the results.*

EXECUTIVE ONBOARDING LOGIC MODEL

Inputs What we invest? How we will collaborate?	Outputs What we do and who do it to? *Activities*	*Participation/Target*
Staff Funding Technology Time Facilities (space for meetings and training) Data collection tools/methods Executive Briefing/Seminars Collaboration: External OPM Department of Energy Collaboration: Internal CHCO HUD Learn Hiring manager Administrative officer Peer Mentor IT Facilities Security	**Planning** Collect data on existing activities Benchmarking (Surveys-1, 3, 6-9 months and 1 year)) Educate hiring manager and other key personnel on roles and responsibilities **Review training** Identify and prioritize onboarding activities **Develop products** Training curriculum Training manuals/Job aids Collaboration tool for new executives (OER Website) Evaluation plan/surveys Checklists **Meetings** Schedule key personnel meetings (Secretary/Dep. Sec.) Status reports Check-in **Marketing** Communication to Senior Management (Buy-in-Draft Pending) **Evaluation** Evaluate courses	New Executives Hiring Manager Senior Management HUD Learn OER

Assumptions:
- Program office leaders will support the program and expect managers and executives to participate.
- All New Executives, new to organization or promoted internally, willingly participate in New Executive Onboarding.
- All Hiring Managers, applicable Key Personnel, and Executive Partners willingly participate in New Executive Onboarding.

Executive Onboarding Logic Model Continued

Outcomes – Impact The incremental events/changes that occurs as a result of the outputs		
Short (Lvl 1&2)	*Medium (behaviors)*	*Long (Org. Impact)*
New executive gains essential knowledge on the departmental and organizational strategic plan within 30 days of hire New Executive learns policies and procedures for technology systems within 60 days of hire New executive verbalizes knowledge of organizational structure and functions within first 60 days of employment New executive emulates positive behaviors in preparation for assuming responsibility for all assigned management duties within 60 days of hire	New executive independently identifies appropriate actions to meet departmental and organizational strategic plan between 90 to 365 days New executive appropriately fulfills duties as applicable to his/her position between 90 days to 6 months as reflected in positive feedback from manager during mid-year evaluation New executive establishes relationships with all direct reports with no complaints received between 90 days and 6 months of hire	New executive consistently and fairly applies policies & procedures to effectively perform duties and functions at the executive level as reflected in new executives performance ratings New executive has exposed their employees to positive employee engagement showing improvement to employee morale and/or productivity for the organization New executives retention rate increased (retention after 1 year probationary period) as a result of improved manager support and engagement

External factors:
Changing administration, funding, competition for new executive's time.

APPENDIX: ONBOARDING CHECKLISTS

PURPOSE: HUD's Executive Onboarding is a way of acquiring, accommodating, assimilating, and accelerating new leaders into the organizational culture and business. To help make new Executives feel welcome and comfortable in their new surroundings and to minimize the time before Executives are productive here at HUD in their organizations and new positions, the following actions will occur within the stated timeframe. Each Executive is encouraged to utilize the checklist to assist them in the smooth transition in the HUD climate.

Appendix A: Pre-Boarding/Week 1 Checklist

PRE-BOARD **The goal of the pre-boarding phase is to plan and prepare for the Executive(s) arrival and to ensure the Executive(s) successful entrance into the organization.**	**ROLE & RESPONSIBILITY**	**COMPLETED BY & DATE**
Initiate Security: • Send Name Check to Security • Upon response, initiate EQIP, USAccess (sponsoring) and send Security Email to candidate • Forward EQIP signature pages, Resume, Position Designation, Rules of Behavior and Declaration of Employment forms to security (upon completion/receipt of security forms) • IMPORTANCE: Without clearance candidate cannot access HUD systems or receive Departmental property i.e., laptop, blackberry, etc. OER Staff	OER Staff	
Cleared email will be forwarded to organization Administrative Officer to initiate CHAMP request.	Security Gaining Organization	
Upon issuance of H number, request will be completed for: • Work Space and equipment property i.e., laptop, blackberry, parking space, business cards, etc.	Gaining Organization	

PRE-BOARD continued	ROLE & RESPONSIBILITY	COMPLETED BY & DATE
Send Executive welcome email that provides: • Orientation forms and benefits information(with instructions to have completed on first day of employment) • Congratulation Letter Separate email will include: • HUD Desk Guide • Organizational Chart • Maps and building information • Overview of HUD's offices and programs • HUD's Strategic Plan • Prohibiting Personnel Practices • List of Executives Information (position title, email, etc.)	OER Staff	
Notify Organization (i.e., PD&R, Housing etc.) of executives to EOD by Thursday preceding. Confirm participants by Friday.	OER Staff	
The Hatch Act MUST READ visit: http://hudatwork.hud.gov/po/c/hatchact.cfm		

Appendix B: Day 1/Week 1 Checklist

DAY 1 / WEEK 1 **The goal of the first day is to ensure that the Executive is welcomed into the organization by senior leadership, new staff and is satisfactorily in-processed. The remainder of the week will be dedicated to deliberate introductions and acclimation of the Executive into the organization as well as training to help the Executive understand pitfalls and critical issues.**	**ROLE & RESPONSIBILITY**	**COMPLETED BY & DATE**
Welcome the Executive to HUD at the security desk and give the individual a tour of the agency.	OER Staff	
Attend HUD's Executive Onboarding Orientation. This orientation provides an overview of OER's role in managing the lifecycle for Senior Executives. Orientation includes: • Check with security for Executive badge • Completion and review of Orientation forms • Talk about Agency's Fitness Center • Agency's Performance Management Guide • Information about Union at HUD • Information about HUD's Executive Learning and Development • Executive Training and Development for the next 18 months • Welcome from OER Director/Deputy Director • Swearing-in ceremony • Information about HUD's Executive Learning and Development • Executive Training and Development for the next 18 months • Welcome from OER Director/Deputy Director • Swearing-in ceremony	OER Staff	

Appendix B: Day 1/Week 1 Checklist continued

DAY 1 / WEEK 1 **The goal of the first day is to ensure that the Executive is welcomed into the organization by senior leadership, new staff and is satisfactorily in-processed. The remainder of the week will be dedicated to deliberate introductions and acclimation of the Executive into the organization as well as training to help the Executive understand pitfalls and critical issues.**	**ROLE & RESPONSIBILITY**	**COMPLETED BY & DATE**
Assign an Executive Partner to help the Executive progress in their current position, individual development and career goals. Questions about "normal protocol" in the organization, finding the right people to go to for information, correct procedures, and learning what is "right" and "wrong" should be easily be answered by an Executive Partner.	HUD Learn/Gaining Organization	
Provide the Executive with the resources, tools, and opportunities to accomplish tasks in this phase.	Gaining Organization	

Appendix C: First 30 Day Checklist

FIRST 30 DAYS **The goal within the first 30 days is to establish roles and responsibilities of the new Executive as it relates to performance development and ethical behavior. Executives should also begin to build relationships and business partnerships**	**ROLE & RESPONSIBILITY**	**COMPLETED BY & DATE**
Assistant Secretary or GDAS to schedule meeting with all Executives to introduce the new Executive to the Program Office(s).	Gaining Organization	
Draft the Executive's performance objectives and discuss with the Executive his/her performance expectations. Establish Performance Plan in InCompass.	Manager/Executive	
HUD Organizational Programs Booklet • Hold quarterly meeting with new executives inviting organizational representatives to share detailed program information and materials.	Gaining Organization	
Executive will consult with his/her Executive Partner beginning to schedule "meet-n-greet" appointments with key stakeholders from other organizations (e.g., programs, policies, and budget).	Executive/Executive Partner/Gaining Organization	
Executive should initiate a risk assessment. This can take the form of "90 questions in 90 days" (these are strategic questions an Executive should ask and get the answers to in order to better understand the agency and his/her role in contributing to the organization).	HUD Learn	
Contact the Executive to complete Executive Survey after 30 days.	OER Staff	

Appendix C: First 30 Day Checklist continued

FIRST 30 DAYS **The goal within the first 30 days is to establish roles and responsibilities of the new Executive as it relates to performance development and ethical behavior. Executives should also begin to build relationships and business partnerships**	**ROLE & RESPONSIBILITY**	**COMPLETED BY & DATE**
Conduct an Executive briefing, transition meeting, or other forum to provide the Executive with information about their organization.	Gaining Organization Manager	
Assign an Executive Partner. An Executive Partner accelerates the new Executive's ability to deal with confusing issues early and become comfortable in the new work place.	Executive Partner	
Order Senior Executive Service (SES) Certificate (when applicable).	OER Staff	

Appendix D: First 90 Days Checklist

FIRST 90 DAYS **The goal within the first 90 days is to cultivate the new Executive by building competence in the job and providing frequent opportunities for open forum discussions. Executives should begin to have a full workload while managers monitor performance and provide early feedback.**	**ROLE & RESPONSIBILITY**	**COMPLETED BY & DATE**
Executive should identify professional development opportunities.	Executive, Manager, HUD Learn	
Executive should review performance objectives with his/her manager.	Manager, Executive	
Executive should have met with Executive Partner.	Executive	
Contact the Executive to complete Executive Survey after 90 days.	**OER**	