



UNITED STATES

OFFICE OF PERSONNEL MANAGEMENT

U.S. Office of Personnel Management
Senior Executive Onboarding
Standard Operating Procedures

As of: 01 May 2015



Chapter 1

Introduction

1-1 Purpose. To establish the operating procedures and execution framework for implementing the OPM Onboarding Pilot Program.

1-2 Lead Agent. OPM Human Resources is the lead organization responsible for the oversight of this program.

1-3 Executive Onboarding Intent

a. The Office of Personnel Management exists to support and strengthen the Federal workforce. As such, we strive to be a model of employee engagement, diversity and inclusion, and workforce development so that all our people feel connected to our mission and responsibly empowered to serve our stakeholders. At OPM, we encourage open, honest and direct dialogue between and among supervisors and employees — genuine, respectful dialogue that values diversity of thought to enable creativity and innovation. We expect Executives and their teams to be mutually accountable for providing world-class customer service and consistently excellent results. Above all, we are committed to building trust in OPM by listening to those we serve, collaborating with our colleagues, utilizing our collective expertise, and analyzing our results so we may continuously improve. Only by working together in this way can we truly recruit, retain, and honor a world-class workforce to serve the American people.

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

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

1-4 Onboarding 101.

a. Once the new Executive has accepted the job offer, OPM HR will email the Deputy Chief Human Capital Officer who in turn will identify a sponsor and inform him/her of their responsibilities. OPM HR will provide a Sponsor Checklist.

b. OPM HR will provide the hiring official the EOD date once it has been established and the Supervisor Checklist.

c. OPM HR Director will send the new employee a welcome email/letter and provide sponsor contact information. Sponsor in-turn will follow checklist tool to assist new employee.

Chapter 2

Onboarding Pilot at a Glance.

2-0 Communication Plan. The key to a successful onboarding program is the delivery and execution of the OPM HR, supervisor, employee, and sponsor checklists. In order to execute the program smoothly and efficiently, OPM HR must ensure the proper administration and completion of the onboarding materials.

OPM HR will initiate and monitor that all newly hired executives are completing the required processes of the onboarding program by sending onboarding surveys to all participating parties at the 30 day mark and the 90 day mark.

Chapter 3

Program Goals

3-1 Continuous Monitoring and Improvement. The acculturation onboarding program will continue to evolve as we receive feedback, identify successes and deficiencies, and adopt and share best practices.

We will send the attached surveys to the corresponding participants at the 30 day and 90 day marks. The surveys will serve to check the following:

- Engagement
- Retention
- The time it takes for an Executive to be fully effective in the position

3-2 Ongoing Emphasis. Leadership commitment, participation, and support as well as close supervision from each program manager will ensure supervisors and new employees get the most from the pilot program.

3-3 Program Success. A successful onboarding program helps prevent and address a number of important issues common to most new executives, making their transition more efficient, and more personalized. It should ultimately have a positive impact on both individual and organizational performance. This positive impact will be demonstrated as the following:

- Engagement: The new executive feels fully engaged within the first 30 days (measured through positive employee responses)

- Retention: Increase the amount of executives who stay at OPM at least 3 years (calculate what is the current rate of retention and monitor the rate at the 6 month and 1 year marks after implementation to see if there is an increase)
- Decrease time it takes to be fully effective in the position (measured by tracking employee responses)

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EXECUTIVE ONBOARDING CHECKLIST



Executive Onboarding is a way of assimilating and integrating new leaders into the organizational culture and business. We recommend that the following actions occur in the stated timeframe in order to best prepare you for your new Executive role.

FIRST DAY/WEEK	
TASK	
<input type="checkbox"/>	Attend HR Onboarding. The briefing provides an overview of OPM HR’s role in managing the lifecycle for the Senior Executive. Presentations include: <ul style="list-style-type: none"> ○ Completion of hiring documents. ○ Overview of benefits, performance management, and ethics requirements.
<input type="checkbox"/>	Meet with direct reports, staff, and senior leaders.
FIRST 30 DAYS	
The goal within the first 30 days is to establish roles and responsibilities as related to performance, development and ethical behavior.	
TASK	
<input type="checkbox"/>	Attend Executive Onboarding Briefing with: <ul style="list-style-type: none"> ○ HR Director ○ Chief Operating Office ○ Chief Financial Officer ○ Chief Information Officer ○ Director – Facilities, Security, & Contracting
<input type="checkbox"/>	Not later than 30 days from appointment, complete the Financial Disclosure requirement (if applicable).
<input type="checkbox"/>	Work with supervisor to draft performance objectives.
<input type="checkbox"/>	Review and sign performance plan.
<input type="checkbox"/>	Draft Executive Development Plan (EDP) with supervisor.
<input type="checkbox"/>	Schedule required leader development training. Examples are: <ul style="list-style-type: none"> ○ Executive Coaching (where identified on EDP). ○ OPM SES Briefing for New Executives.
<input type="checkbox"/>	Complete bio and photo. Contact Office of Communications
<input type="checkbox"/>	Schedule a formal feedback session with supervisor.
<input type="checkbox"/>	Discuss with supervisor what are your roles and responsibilities, individual work style and preferences,

and your supervisor’s performance expectations.
<input type="checkbox"/> Seek out unwritten rules (e.g., how to get things done; who can help and can’t or won’t; what to do and, more importantly, what not to do) with mentor, sponsor and peers.
<input type="checkbox"/> Schedule “meet-n-greet” appointments with key stakeholders from other organizations (e.g., programs, policies, and operations). Consult with supervisor to confirm stakeholders.
<input type="checkbox"/> Schedule a briefing or transition meeting with supervisor to gain information about your work group. The briefing will include: <ul style="list-style-type: none"> ○ The 12-month calendar and a letter from the previous. You should gain a perspective on organizational history, culture, priorities and “lessons learned.” ○ Fact sheets on the 'hot issues' that will require your attention within the first 90 days. ○ A quick introduction to personnel policies and rules (financial do’s and don’ts, acquisitions, hiring, firing and contractor support). ○ A discussion of initial projects and roles and responsibilities, including past performance standards. ○ Training and information designed to provide initial familiarity with crucial systems and procedures. These are crash courses but will serve to make the Executive immediately aware of vital systems, laws and procedures.

FIRST 90 DAYS

The goal within the first 90 days is to cultivate new Executives by building competence on the job and providing frequent opportunities for open discussion. You should begin a full workload while your supervisor monitors performance and provides early feedback.

TASK
<input type="checkbox"/> Read “The First 90 Days in Government” book provided during Executive Onboarding Briefing with HR Director
<input type="checkbox"/> Complete EDP.
<input type="checkbox"/> Sign and submit completed EDP to OPM HR.
<input type="checkbox"/> Meet with OPM HR to provide feedback on your experience after 90 days.

FIRST 6 TO 9 MONTHS

The goal within the first 6 months is to provide guidance and feedback to you to ensure continued success and to make plans for his or her future with the organization.

TASK
<input type="checkbox"/> Engage in a leadership assessment process (e.g., 360, Myers-Briggs Type Indicator) for developmental purposes and to identify areas for improvement; follow up with coaching and/or an action plan if appropriate.
<input type="checkbox"/> Schedule a formal feedback session with supervisor.
<input type="checkbox"/> Revisit the EDP to assess professional development goals and track progress.
<input type="checkbox"/> Meet with OPM HR to provide feedback on your experience after 6 months.



EXECUTIVE ONBOARDING CHECKLIST FOR EXECUTIVE RESOURCES COORDINATOR



PRE-BOARD
TASK
<input type="checkbox"/> Extend Tentative Job Offer Letter with ECQ Narrative instructions (if applicable)
<input type="checkbox"/> Review ECQ Narrative and finalize QRB submission
<input type="checkbox"/> Submit PII to Security to determine reciprocity or additional security investigations
<input type="checkbox"/> Obtain Security Clearance
<input type="checkbox"/> Obtain QRB Clearance
<input type="checkbox"/> Negotiate start date between selectee and hiring manager
<input type="checkbox"/> Present Supervisor with Executive Onboarding Checklist
<input type="checkbox"/> Extend Conditional Offer Letter
<input type="checkbox"/> Send IT Security Training
<input type="checkbox"/> Ensure that office and equipment is ready to go on the first day
<input type="checkbox"/> Create SES Desk Book with tailored organization data
<input type="checkbox"/> Pre-populate Onboarding Forms to include: Financial Disclosure Memos to OGC and Employee, Ethics Pledge, and Post-Employment Restrictions Notice (if applicable)
<input type="checkbox"/> Email Deputy CHCO to report EOD and to solicit Sponsor information
<input type="checkbox"/> Secure Temporary Parking for first week
<input type="checkbox"/> Code SF-52 and ensure all the processing paperwork is in place

FIRST DAY
TASK
<input type="checkbox"/> Pick up Executive at guards desk in lobby
<input type="checkbox"/> Do one-on-one orientation in HR
<input type="checkbox"/> Email the following: <ul style="list-style-type: none"> <input type="checkbox"/> SES Performance Information <input type="checkbox"/> Public Financial Disclosure Memo <input type="checkbox"/> Post-Employment Restrictions Memo (if applicable) <input type="checkbox"/> Executive Checklist
<input type="checkbox"/> Secure Permanent Parking
<input type="checkbox"/> Escort Executive to Security Office for Badging
<input type="checkbox"/> Add Executive to SES Distribution List
<input type="checkbox"/> Present Sponsor with checklist and to request that he/she meets with the new Executive
<input type="checkbox"/> Update SES Incumbent Spreadsheet

FIRST WEEK
TASK
<input type="checkbox"/> Schedule briefing with HR Director within First Week
<input type="checkbox"/> Send email to COO, CIO, CFO, and Dir. FSC, to request that they schedule briefings with executive within first 30 days onboard.
<input type="checkbox"/> Send information regarding SES Briefing for New Career Senior Executives

FIRST 30 DAYS
TASK
<input type="checkbox"/> Executive feedback – send survey to collect Onboarding Program Feedback <input type="checkbox"/> Ensure meetings with office heads and sponsor have occurred
<input type="checkbox"/> Collect EDP from Executive
<input type="checkbox"/> Send Introductory Email to the rest of the SES

QUARTERLY
TASK
<input type="checkbox"/> Send information regarding SES Briefing for New Career Senior Executives
<input type="checkbox"/> Begin organizing Welcome Ceremony (if at least 3 executives have onboarded)



EXECUTIVE ONBOARDING CHECKLIST FOR SUPERVISOR



PRE-BOARD

TASK
<input type="checkbox"/> Announce pending arrival of new employee to staff and senior leaders; send announcement email
<input type="checkbox"/> Contact new employee to welcome him/her to the Army team
<input type="checkbox"/> Review work area and confirm an assigned workstation, desk, work bench, chair, computer, network, telephone, office supplies or other required tools and equipment
<input type="checkbox"/> Identify needed training / administrative tasks for new employee's first 1-2 weeks

FIRST DAY

TASK
<input type="checkbox"/> Once executive completes HR Orientation, meet with new executive to discuss first day activities
<input type="checkbox"/> Ensure technical assistance is available to help new employee set up computer and access network resources
<input type="checkbox"/> Try to personalize experience with something unique for the new executive – welcome note, name plate, etc
<input type="checkbox"/> Give introductions to department staff and key personnel
<input type="checkbox"/> Provide tour of the following: <ul style="list-style-type: none"> • Office / Desk / Work Station • Printers • Kitchen / Cafeteria / Break Area • Restrooms • Conference Rooms • Parking • Office Supplies • Tools / Equipment • Coffee / Water / Vending Machines • Emergency Exits and Procedures

FIRST WEEK

TASK
<input type="checkbox"/> Provide new executive with overview of organization and its mission
<input type="checkbox"/> Ensure new executive understands his/her role in support of the organization and the OPM Strategic Plan
<input type="checkbox"/> Introduce new executive to Senior Leadership

FIRST 30 DAYS

TASK

- Schedule a briefing that will include:
 - Information about organizational history, culture, priorities and “lessons learned.”
 - Fact sheets on the 'hot issues' that will require the executives attention within the first 90 days.
 - A quick introduction to personnel policies and rules (financial do's and don'ts, acquisitions, hiring, firing and contractor support).
 - A discussion of initial projects and roles and responsibilities, including past performance standards.
 - Training and information designed to provide initial familiarity with crucial systems and procedures. These are crash courses but will serve to make the Executive immediately aware of vital systems, laws and procedures.
- Work with new executive to draft performance objectives
- Review and sign performance plan
- Assist new executive with drafting Executive Development Plan (EDP)

SAMPLE ANNOUNCEMENT EMAIL TO THE STAFF

(Be sure to replace items in **RED** with specific details):

Dear [Organization Name] team:

I am delighted to announce that [New Employee's Name] will be joining our department as [Job Title of New Employee] on [Start Date]. [New Employee's First Name] will be responsible for [provide description of the role].

[New Employee's First Name] comes to us from [Former Company Name] where [he/she] [provide a two or three sentence description of the new employee's relevant work history].

Please join me in extending a heartfelt welcome to [New Employee's First Name] on [his/her] first day. I encourage you to connect with [New Employee's First Name] and to share your knowledge regarding our organization and customers.

Best regards,
[Supervisor's Name]



EXECUTIVE ONBOARDING CHECKLIST FOR SPONSOR



SPONSOR ROLES AND RESPONSIBILITIES

TASK
<input type="checkbox"/> Provide the new employee information he/she needs about the organization
<input type="checkbox"/> Maintain daily contact with new employee for first week and then on an as needed basis
<input type="checkbox"/> Be available to answer day-to-day questions
<input type="checkbox"/> Help define the OPM Mission and explain agency, organizational, and executive culture
<input type="checkbox"/> Promote a positive image of the agency
<input type="checkbox"/> Work with supervisor to assist with the onboarding process
<input type="checkbox"/> Consult with supervisor for further guidance as needed

FIRST WEEK

TASK
<input type="checkbox"/> Send email to new executive introducing yourself and welcoming him/her to the team.
<input type="checkbox"/> Set up a meeting to speak to new executive and find out what he/she needs to help
<input type="checkbox"/> Send information regarding SES Briefing for New Career Senior Executives into the new job and area
<input type="checkbox"/> Offer guidance to help him/her integrate smoothly and share helpful hints
<input type="checkbox"/> Continue to make yourself available by phone, email, or for in-person meetings

FIRST 30 DAYS

TASK
<input type="checkbox"/> Check in regularly with new employee during the first few weeks
<input type="checkbox"/> Assist new executive with understanding OPM and organizational culture

SAMPLE WELCOME LETTER / EMAIL

SAMPLE #1 (Be sure to spell out all acronyms and replace items in RED with specific details):

SUBJECT: Welcome to your first day at [Directorate Name]

Dear [Mr./Ms. New Employee Name]:

On behalf of the Office of Personnel Management, welcome. I look forward to meeting you.

As your sponsor, I am here to help you get settled during your first week and answer any questions you have and serve as a resource over your first few weeks. [Include date/time/location of your initial meeting.] In the meantime, please let me know if you need directions or have any questions about your first day.

You can reach me via email or telephone at [Contact Information].

Best regards,
[Sponsor Name]