**Executive Onboarding (Navy) Questions and Answers**

The following questions were asked of Navy's Executive onboarding program:

**Does your onboarding program begin once a year, at various times throughout the year, or as new executives arrive?**

We onboard executives based on their entrance on duty date, so we aren't delaying when an executive begins. We don't have a cohort per se. For clarification, the Department of the Navy (DON) does not have an orientation that new executives come to at specific times. We meet with them 1:1 at the beginning (in addition to what the Command provides) and then check in with them throughout the year. We also see them at the various events and meetings that support executive development.

**How do you onboard each new SES as they come in?**

At the Department of the Navy, we link executive onboarding with selection decisions in the recruiting phase. Once an entrance on duty date is confirmed, we partner with our points of contact in each Command. Our centralized office holds an initial overview (first day/first week) with each executive about their role within the greater department, near-term priorities/actions, services and support for leadership development and engagement. We provide them with a welcome packet, which includes an onboarding guide and plan that is tailored to their position and location. In addition, a soft copy of the onboarding plan is provided to the executive prior to their entrance on duty. The field activity where the executive resides takes care of local responsibilities such as introduction to the organization/staff/stakeholders, badge access, ethics counseling, etc. The bulk of our executive appointments are internal employees, so there has been more of an emphasis on assisting with their position transition and working at the executive level than topics such as benefits (which remain the same).

**Which aspects of the program were most costly? Which were the least costly?**

The onboarding experience is aligned with leadership development, performance management and succession planning processes. That being said, probably one of the most costly aspects is an executive coaching engagement, which includes a 360 assessment (aligned to the DON SES Competency Model) and 12 coaching sessions with an external executive coach (typically over 6 months). We introduce this opportunity to new executives after 90 days and typically recommend it begin within their first year.

One of the least costly aspects of the program (but impactful) is the face-to-face meetings with new executives throughout their first year. The cost is our time, but it pays dividends in terms of the executive understanding expectations, feeling included/valued, and building relationships with our customer and points of contact.