A New Day for the Civil Service

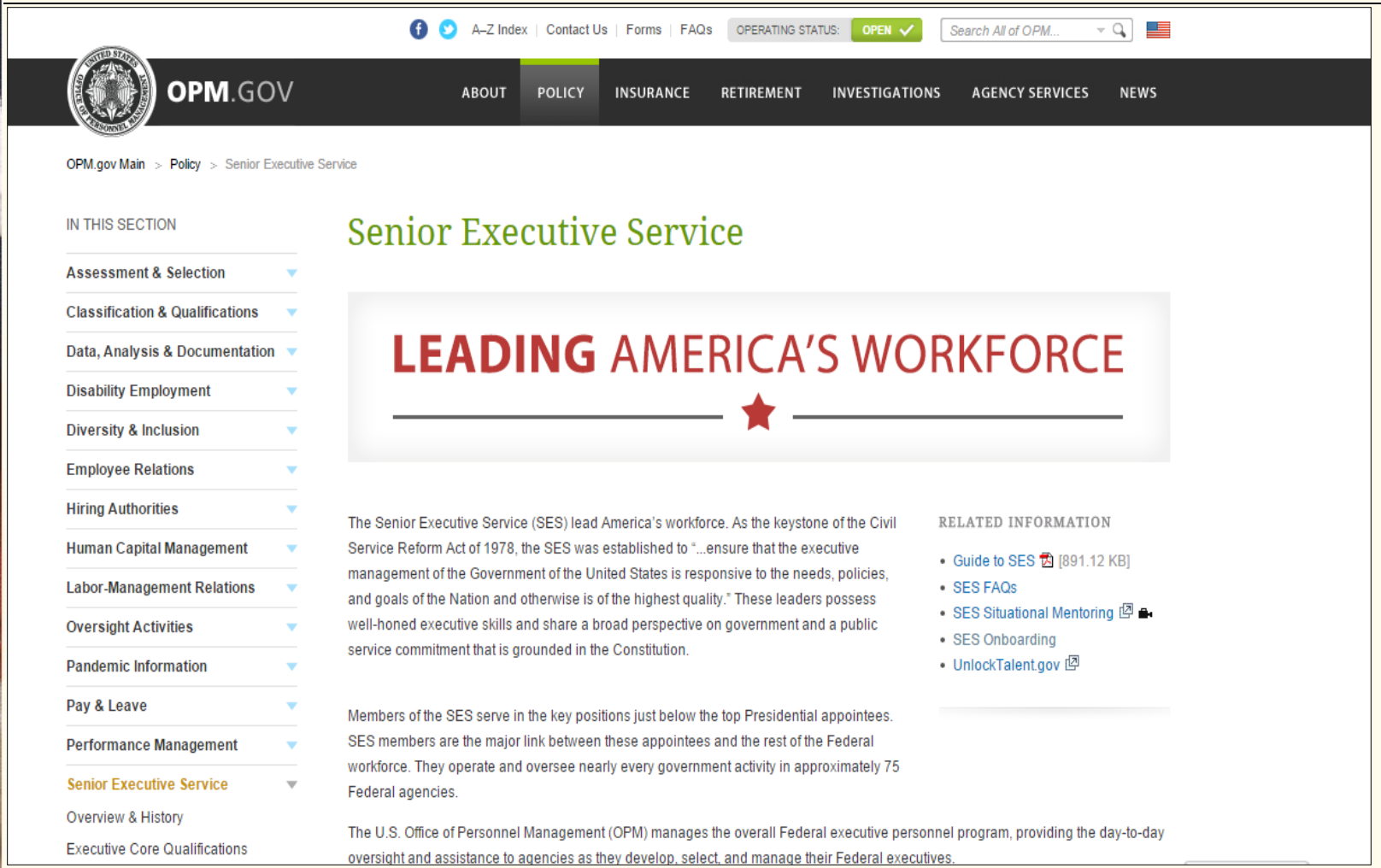
SES Onboarding Roundtable

February 6, 2015

OPM UPDATES

- SES Website
- SES Situational Mentoring
- Pilot Evaluation
- SES Onboarding Survey
- Executive Development Opportunities

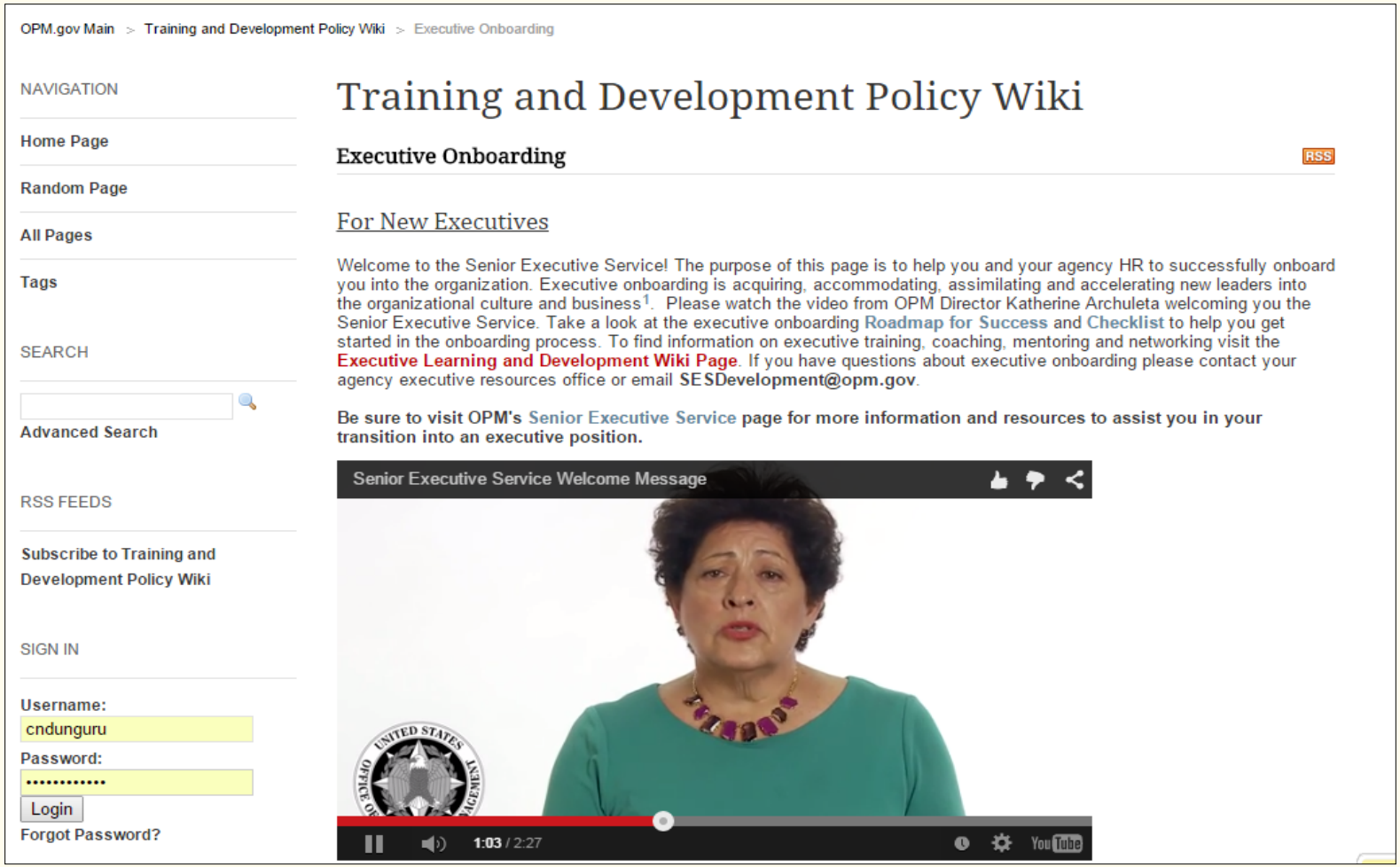
SES WEBSITE



http://www.opm.gov/policy-data-oversight/senior-executive-service/

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

SES ONBOARDING WIKI PAGE



http://www.opm.gov/wiki/training/New-Employee-Orientation.ashx

SES Situational Mentoring

Preliminary Stats

- Program Coordinators: 48 (4 agencies have more than one PC)
- SES Mentors: 57 (from 16 agencies & 11 states)
- SES Mentees: 10 (from 7 agencies)

Pilot Evaluation

Participating Agencies

- DHS
- Commerce
- Peace Corps
- HUD
- OPM
- HHS
- GSA

Evaluation Plan

Task Deliverables	Responsibility
Phase 1: Pre pilot (June 2014-August 2014)	
Pilot agency interviews	OPM
Provide guidance materials	OPM
Draft pilot questionnaire	OPM
Phase 2: Pilot Implementation (September 2014-July 2015)	
Site visits/ Interviews (Security, IT, Training, ER, etc.)	OPM
Focus group 1	OPM
Collect Data re planning & implementation (monthly meetings)	OPM
Ongoing report preparation	OPM
Phase 3: Final Evaluation Report (August 2015-September 2015)	
Focus Group II/ Complete Questionnaire	OPM
Report preparation	OPM
Submission of first draft	OPM
Delivery of final evaluation report	OPM

Evaluation Questions

Will help determine:

- Usefulness of the enhanced framework and onboarding manual in helping create a structured program
- Agency level of effort from planning to implementation
- Success of pilot activities in helping executives meet program objectives
  - Agency culture
  - Performance expectations
  - Networks
  - Support
- Satisfaction of agency leadership with pilot outcomes
- Perceived value of OPM's assistance and tools (e.g. situational mentoring, website, wiki, etc.)
- Emerging and promising practices in executive onboarding

SES Onboarding Survey

Available Developmental Opportunities

FREE, online courses on Manager's Corner

- **Executive Excellence and Wellness through Strategic Leadership**
  - *Access at http://www.hru.gov/course_catalog.aspx?cid=160*
- **Linking and Developing Measurable SES Results-Focused Performance Requirements**
  - *Access at http://www.hru.gov/course_catalog.aspx?cid=178*

Additional Developmental Opportunities

- **Leading Across Generations** – online course available on OPM's "Manager's Corner"
  - http://hru.gov/mgr_corner/mgr_corner.aspx
- **Maximizing Employee Engagement**
  - Blended Learning – Online and Instructor-Led Training
  - Mobile App to support training transfer
  - Available on OPM's "Manager's Corner"

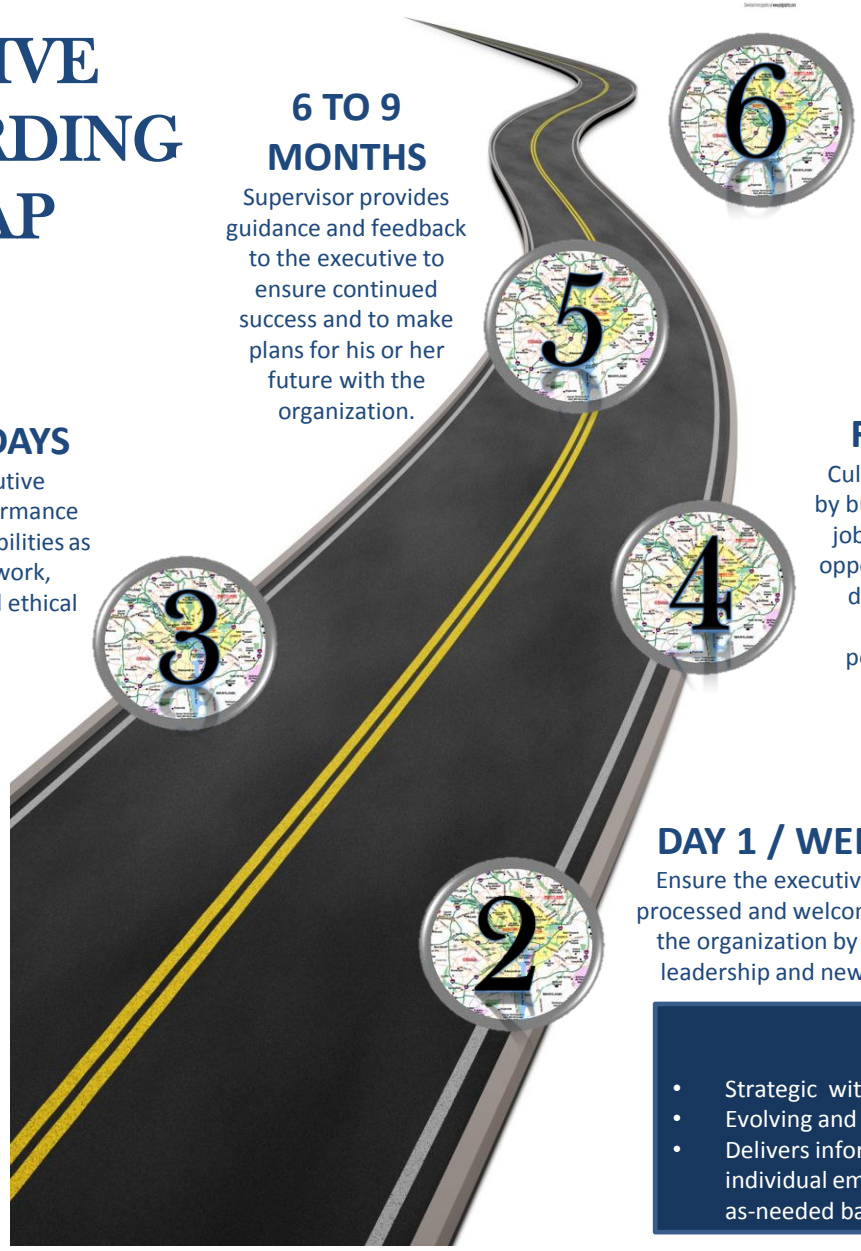
EXECUTIVE ONBOARDING

Department of Housing and Urban Development (HUD)

February 2015

- HUD's Mission: Create strong, sustainable, inclusive communities and quality, affordable homes for all.
- HUD's Vision: Improve lives and strengthen communities to deliver on America's dreams.
- Core Values:
  - Integrity
  - Efficiency and Effectiveness
  - Teamwork
  - Fairness and Respect
  - Accountability

EXECUTIVE ONBOARDING ROADMAP



PRE-BOARDING

Plan and prepare for the executive's arrival (e.g. briefing book, schedule meetings).

DAY 1 / WEEK 1

Ensure the executive is in-processed and welcomed into the organization by senior leadership and new staff.

FIRST 30 DAYS

Help the executive understand performance roles and responsibilities as they relate to work, development and ethical behavior.

FIRST 90 DAYS

Cultivate the new executive by building competence in the job and providing frequent opportunities for open forum discussions. Supervisor/ Executive establishes performance objectives.

6 TO 9 MONTHS

Supervisor provides guidance and feedback to the executive to ensure continued success and to make plans for his or her future with the organization.

ONE YEAR

Supervisor measures and discusses performance, individual development, goals, desires and to engage the executive in advancing the mission of the organization.

Objectives

- Strategic with an impact on bottom-line results
- Evolving and progressive
- Delivers information that is unique and customized to the individual employee and is generally handed out on an as-needed basis

The goal of our onboarding program is to provide a positive socialization experience for newly employed executives by implementing strategies that:

- ✓ Encourage learning and foster an appreciation for HUD's business and culture.
- ✓ Shorten the time required for new executives to perform at their full potential.

Leadership Support

External Support:

Leadership support begins with The Office Of Personnel Management's expert consultations to our Department.

Internal Support:

- Michael Anderson, Chief Human Capital Officer
- Towanda Brooks, Deputy Chief Human Capital Officer
- Joseph Smith, Chief Performance Officer
- Sheila Wright, Chief Learning Officer

Onboarding Collaborations

- The Office of the Secretary
- HUDLearn
- Deputy Chief Human Capital Officer
- Chief Performance Officer
- The Office of Public Affairs
- Program Offices
- Executive Partners

Why On-boarding?

Successful on-boarding during the first year of employment has been shown to:

a) Increase engagement
b) Raise retention by as much as 25 percent
c) Improve performance
d) Hasten the time to full productivity

Source: *Getting On Board: A Model for Integrating and Engaging New Employees*___
Partnership for Public Service 2008.

Scope

- The HUD Executive onboarding focuses on the following key leadership competencies:
  - Understanding the organization, key stakeholders, organizational alignment.
  - Understanding the organization's culture, including its unwritten rules.
  - Navigating internal networks and relationships.
- We 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 and incorporate and mitigate challenges.
- Decisions are made based on qualitative and quantitative data.

- **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.

Primary Documents

- *The Onboarding Framework*
- *Standard Operating Procedure*
- *Executive Onboarding Communication Plan*
- *Logic Model*
- *Executive Onboarding Surveys*
- *Measurement and Evaluation Strategy*
- *The Executive Onboarding Guide*
- *The Roadmap*
- *Situational Mentoring Brochure*
- *Additional Documents:*
- *Welcome Letter/Video*
- *Executive Guide*
- *Benefits Guide*

Contact Information

- Towanda Brooks, Deputy OCHCO Towanda.Brooks@hud.gov
- Joseph Smith, Chief Performance Officer
  Joseph.Smith@hud.gov.
- Juliette Middleton, Director, Office of Executive Resources
  Juliette.Middleton@hud.gov
- Gwen Fleming, Deputy Director, Office of Executive Resources
  Gwendolyn.Fleming@hud.gov
- Bessie McCowan Williams, Lead Human Resources Specialist,
  Bessie.L.McCowanWilliams@hud.gov
- Karen Wolford, President's Management Fellow,
  Karen.Wolford@hud.gpv