



A New Day for the Civil Service

SES Onboarding Roundtable

February 6, 2015

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OPM UPDATES

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

SES WEBSITE

OPM.gov Main > Policy > Senior Executive Service

IN THIS SECTION

- Assessment & Selection
- Classification & Qualifications
- Data, Analysis & Documentation
- Disability Employment
- Diversity & Inclusion
- Employee Relations
- Hiring Authorities
- Human Capital Management
- Labor-Management Relations
- Oversight Activities
- Pandemic Information
- Pay & Leave
- Performance Management
- Senior Executive Service**
- Overview & History
- Executive Core Qualifications

Senior Executive Service

LEADING AMERICA'S WORKFORCE

The Senior Executive Service (SES) lead America's workforce. As the keystone of the Civil Service Reform Act of 1978, the SES was established to "...ensure that the executive management of the Government of the United States is responsive to the needs, policies, and goals of the Nation and otherwise is of the highest quality." These leaders possess well-honed executive skills and share a broad perspective on government and a public service commitment that is grounded in the Constitution.

Members of the SES serve in the key positions just below the top Presidential appointees. SES members are the major link between these appointees and the rest of the Federal workforce. They operate and oversee nearly every government activity in approximately 75 Federal agencies.

The U.S. Office of Personnel Management (OPM) manages the overall Federal executive personnel program, providing the day-to-day oversight and assistance to agencies as they develop, select, and manage their Federal executives.

RELATED INFORMATION

- [Guide to SES](#) [891.12 KB]
- [SES FAQs](#)
- [SES Situational Mentoring](#)
- [SES Onboarding](#)
- [UnlockTalent.gov](#)

<http://www.opm.gov/policy-data-oversight/senior-executive-service/>
UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

SES ONBOARDING WIKI PAGE

OPM.gov Main > Training and Development Policy Wiki > Executive Onboarding

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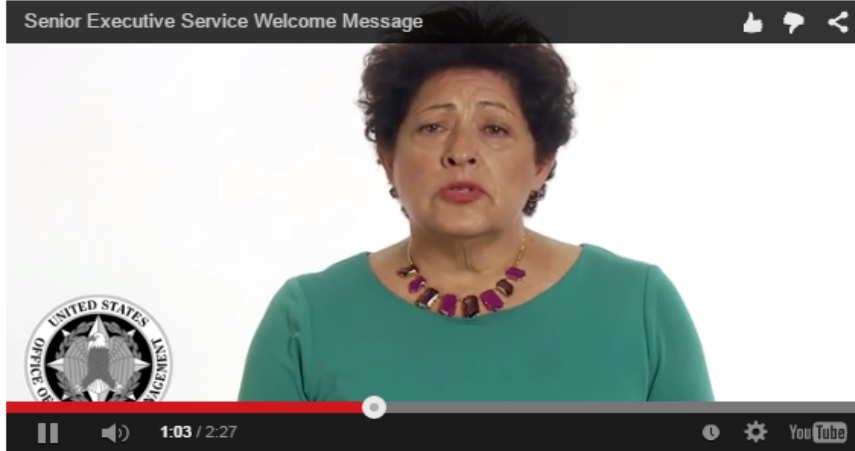
Executive Onboarding RSS

[For New Executives](#)

Welcome to the Senior Executive Service! The purpose of this page is to help you and your agency HR to successfully onboard you into the organization. Executive onboarding is acquiring, accommodating, assimilating and accelerating new leaders into the organizational culture and business¹. Please watch the video from OPM Director Katherine Archuleta welcoming you the Senior Executive Service. Take a look at the executive onboarding [Roadmap for Success](#) and [Checklist](#) to help you get started in the onboarding process. To find information on executive training, coaching, mentoring and networking visit the [Executive Learning and Development Wiki Page](#). If you have questions about executive onboarding please contact your agency executive resources office or email SESDevelopment@opm.gov.

Be sure to visit OPM's [Senior Executive Service](#) page for more information and resources to assist you in your transition into an executive position.

Senior Executive Service Welcome Message



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

SES Situational Mentoring



SES Situational

Mentoring Portal

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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)

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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

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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



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

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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

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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)

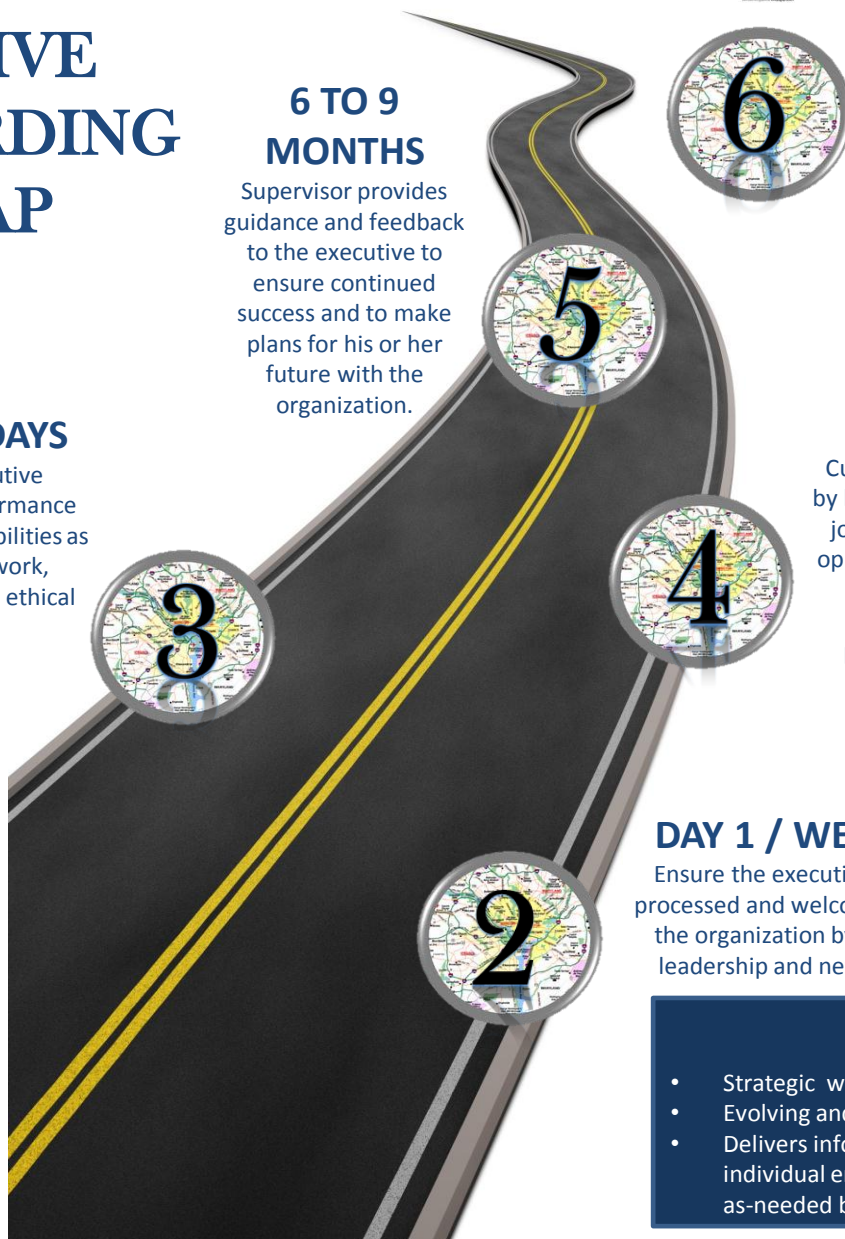
February 2015



The Department

- 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).



FIRST 30 DAYS

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



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.



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.

DAY 1 / WEEK 1

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

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

ONE YEAR

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





Goals

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***



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