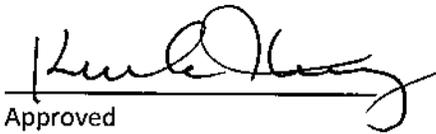




**Standard Operating Procedure**  
**Senior Executive Service (SES) Onboarding Pilot Program**

**U.S. Department of Commerce**  
**June 13, 2016**



Approved  
Kevin E. Mahoney  
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6/2/16  
Date

## Department of Commerce Office of Human Resources Management

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## **Purpose**

The Department of Commerce (DOC) Senior Executive Service (SES) Onboarding Pilot Program will provide new executives with the support, information, and tools needed to ensure they assimilate quickly into the DOC, achieve high performance, and contribute positively to increased employee engagement – resulting in both individual and organizational success.

## **Scope**

Initially, the DOC will launch a 9-month onboarding pilot program. The program will include pre-boarding activities and a timeline for the 9-month pilot, which starts after the executive's entrance on duty date. In addition, this Standard Operating Procedure (SOP) includes a proposed framework for a 12-month program, which will carry executives participating in the program to the end of their probationary period. Evaluation data gathered from the pilot will be used to implement the 12-month program.

The SES Onboarding Pilot Program is designed specifically for new DOC executives as they enter on duty. The executive's duty location within or outside the Washington, D.C. Metropolitan Area was also taken into account in developing this program.

This SOP provides guidance for SES onboarding Process Owners, Champions, and Users. Some Process Owners such as mentors and coaches may come from outside the DOC. These individuals will be tapped for their expertise in advancing and supporting the ongoing development of executives.

## **Guidance**

See the President's Executive Order from December 2015-Strengthening the Senior Executive Service: Implementing the Executive Onboarding Requirement. An onboarding program should be strategic and help integrate executives into the organization as well as facilitate the accomplishment of SES performance requirements specified in Title 5, Code of Federal Regulations (CFR) § 430.301 for performance management, and Title 5, CFR § 412.401 on continuing executive development.

The onboarding process also enables the department to meet the President's Management Agenda (PMA) Cross Agency Priority (CAP) goal on people and culture, and helps the department meet its Strategic Goal of Operational Excellence.

## Roles and Responsibilities

<b>Process Owners</b>	<ul style="list-style-type: none"> <li>▪ Executive Resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Serve as a bridge between recruiting and the onboarding phases</li> <li>▪ Assist with transition efforts</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Office of Human Capital Strategy &amp; Diversity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oversee DOC-wide onboarding</li> <li>▪ Evaluate SES Onboarding Pilot Program</li> </ul>
<b>Process Champions</b>	<ul style="list-style-type: none"> <li>▪ Senior leaders</li> <li>▪ Supervisors</li> <li>▪ Sponsors*</li> <li>▪ Mentors*</li> <li>▪ Coaches*</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement the strategy and process</li> <li>▪ Set the stage for high performance</li> <li>▪ Ensure expectations are clear</li> <li>▪ Provide regular and constructive feedback</li> <li>▪ Help executives integrate into their peer group</li> <li>▪ Explain and set realistic milestones</li> </ul>
<b>Process Users</b>	<ul style="list-style-type: none"> <li>▪ Executive</li> </ul>	<ul style="list-style-type: none"> <li>▪ Take an active role in learning about the organization’s history, vision, mission, and strategic plans</li> <li>▪ Take responsibility for integration by achieving established measurements for success</li> <li>▪ Communicate expectations, objectives, and accomplishments</li> </ul>

### Process Champions\* – Sponsors, Mentors, and Coaches

The sponsor and mentor will provide executives the necessary internal insight into the early stages of their onboarding. The sponsor can be someone in the executive’s chain of command. The mentor must be someone from outside the executive’s chain of command.

A coach must be someone from outside the DOC who will provide a different perspective for the executive. Offering a well-rounded approach with various options will provide executives some advantages during their onboarding while addressing and advancing their developmental needs.

## SES Onboarding Process

<b>Pre-boarding</b>	Day 1/Week 1	30 Days	90 Days	9 Months	<b>Future Option</b> 12 Months
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### **Executive Resources Office and/or the Office of the New Executive**

*The Executive Resources Office will work collaboratively with the new Executive's office to complete activities.*

1. Administer human resources (HR) documentation
  - a. Initiate security procedure so executive can access systems and links
2. Coordinate timely clearance processing with IT
3. Coordinate work/parking space and office equipment parking
4. Provide checklist of required training
5. Order nameplates, flags, and business cards (as applicable)
6. Coordinate with applicable offices to provide pertinent information:
  - a. Structure, mission, background, finances, etc.
  - b. List of acronyms
  - c. Maps and building information
  - d. Organizational chart
  - e. Phone listing
  - f. List of links to relevant websites
  - g. Photos and bios of key executive contacts/stakeholders
  - h. Bureau Vision/ Mission
  - i. Bureau and organizational Strategic Plan
7. Coordinate with applicable offices to provide:
  - a. Benefits, work/life programs, transit subsidy information
  - b. Strategic Questions for Action Plan
  - c. Executive Performance Plan Template
  - d. List of recurring meetings
8. Share link to DOC/Agency Federal Employee Viewpoint Survey (FEVS) Results  
<http://www.fedview.opm.gov/>  
<http://hr.commerce.gov/Practitioners/StrategicManagementofHumanCapital/PROD01009539>
9. Coordinate with applicable offices to provide:
  - a. Department of Commerce's Mission Statement
  - b. Message from the Secretary
  - c. Strategic Plan  
[http://www.commerce.gov/sites/commerce.gov/files/media/files/2014/doc\\_fy2014-2018\\_strategic\\_plan.pdf](http://www.commerce.gov/sites/commerce.gov/files/media/files/2014/doc_fy2014-2018_strategic_plan.pdf)
  - d. Introduce Commerce Connection  
<https://connection.commerce.gov/>

### **Supervisor** (see supervisor checklist Appendix 5)

1. Assign an executive sponsor
2. Provide list of recurring meetings

Pre-boarding	<b>Day 1/Week 1</b>	30 Days	90 Days	9 Months	<b>Future Option</b> 12 Months
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### Executive Resources Office and/or the Office of the New Executive

*The Executive Resources Office will work collaboratively with the new Executive's office to complete activities.*

1. Complete any paperwork not finished during pre-boarding
2. Provide general information about the SES performance management system including period of performance for the new executive plan
3. Inform new Career SES about OPM's SES Orientation Briefing  
[https://leadership.opm.gov/register\\_SES.aspx](https://leadership.opm.gov/register_SES.aspx)

### Supervisor

1. Introduce the executive to direct reports, staff, senior leaders, etc.
2. Provide list of key stakeholders and agency leaders
3. Announce the arrival of the executive and include a biography
4. Conduct a briefing/transition meeting that includes such things as:
  - a. Organizational history, culture, priorities, and lessons learned
  - b. Fact sheets on the "hot issues" that require attention within the first 90 days
  - c. Introduction to personnel policies and rules
  - d. Discuss initial projects and roles and responsibilities, including past performance standards
  - e. Discuss individual work styles and preferences
5. Conduct initial consultation with executive on performance plan content

### New Executive (see New Executive checklist Appendix 4)

1. Meet with direct reports and staff
2. Review list of key contacts/stakeholders and begin scheduling introductory calls/meetings
3. Review performance plan and meet with supervisor for initial consultation on plan content

Pre-boarding	Day 1/Week 1	<b>30 Days</b>	90 Days	9 Months	<b>Future Option</b> 12 Months
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### Executive Resources Office and/or the Office of the New Executive

*The Executive Resources Office will work collaboratively with the new Executive's office to complete activities.*

1. Follow up with the SES on completion of HR documentation, if any documentation is outstanding.
2. Solicit feedback from executive on the SES onboarding experience

### Supervisor

1. Complete consultation with executive on performance plan
2. Finalize and sign the performance plan, keep a copy, and provide the original to the appropriate office

## New Executive

1. Create Action Plan

An action plan is developed after the executive has determined the vision, mission, objectives, and strategies of their group. The executive will use an action plan to prioritize issues and ensure solutions align with the mission of the agency. The action plan can take the form of a set of strategic questions an executive should ask and get the answers to over time, in order to better understand the agency and his or her role in contributing to the organization.

- A sample of strategic questions can be found on pages 18-20 from the “*Hit the Ground Running: Establishing A Model Executive Onboarding Program*” document located at: [http://www.opm.gov/policy-data-oversight/training-and-development/hit\\_the\\_ground\\_running\\_establishing\\_a\\_model\\_executive\\_onboarding\\_framework\\_2011.pdf](http://www.opm.gov/policy-data-oversight/training-and-development/hit_the_ground_running_establishing_a_model_executive_onboarding_framework_2011.pdf)

2. Schedule meetings with key stakeholders
3. Seek out unwritten rules through discussion with sponsor
4. Close out sponsor relationship
5. Complete consultation with supervisor on performance plan; sign plan and keep a copy

## DOC Office of Human Resources Management (OHRM), Office of Human Capital Strategy & Diversity

1. Provide executive with access to DOC’s Mentoring Program to access potential mentors

Pre-boarding	Day 1/Week 1	30 Days	90 Days	9 Months	Future Option 12 Months
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## New Executive

1. Identify professional developmental opportunities (see Appendix 1)
2. Create an Executive Development Plan (EDP) with supervisor, using input from coach/mentor (see Appendix 2)
3. Attend one quarterly meet-and-greet with the Deputy Secretary

## Office of the Secretary/Office of Performance, Evaluation and Risk Management

1. Conduct high-level overview of the DOC and the strategic plan

## Office of the Secretary and the DOC OHRM Office of Human Capital Strategy & Diversity

1. Conduct quarterly meet-and-greet with the Deputy Secretary or representative
2. Arrange to have coaches available for executive

Pre-boarding	Day 1/Week 1	30 Days	90 Days	9 Months	Future Option 12 Months
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## Supervisor

1. Have a formal progress review with executive
2. Sign performance plan to confirm completion of progress review

## **New Executive**

1. Schedule a formal progress review with supervisor
2. Sign performance plan to confirm completion of progress review
3. Revisit the EDP to assess professional development goals and track progress
4. Follow up with coach to review and assess:
  - Progress in current position
  - Individual development
  - Action plan
  - Career goals
  - Reflect on role
5. Attend OPM's SES Orientation Briefing (if applicable)
6. Reflect on role with mentor/coach and close out mentoring and coaching relationship

## **DOC OHRM Office of Human Capital Strategy & Diversity**

1. Administer SES Onboarding Pilot Program surveys to executives and their supervisors
2. Assess and recommend next steps for onboarding program

### **Proposed Framework for 12 Months**

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The Office of Human Capital Strategy & Diversity (OHCS&D) will evaluate the program and conduct a focus group with program participants after the 9-month SES Onboarding Pilot Program is completed. The evaluation and feedback will help determine whether OHCS&D will expand the program to a 12-month program for future participants. If the program is expanded, additional elements for the 12-month program will include:

#### **Bureau Executive Resources Office**

1. Follow up to see if executive attended the OPM SES Briefing
2. Send a Completion of Probationary Period letter to the executive's supervisor

#### **Supervisor**

1. Review performance

#### **Executive**

1. Engage in a leadership assessment process (e.g., 360 Assessment, Myers-Briggs Type Indicator) for developmental purposes and to identify areas for improvement
2. Develop a road map for long-term success

## The Role of Sponsors and Mentors

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The sponsor and mentor will help the executive gain internal insight. They will provide the cultural perspective for the organization as well as practices to help the executive assimilate into the DOC.

**Sponsor** – Partner with the new executive during a period of onboarding

- Serves during the first 30 days after the executive’s arrival
- Provides executive with information they need about the organization
- Available to answer day-to-day questions
- Helps explain the organizational culture
- Promotes a positive image of the organization
- Serves as a positive role model
- Maintains daily contact with new executive for the first week and then on an as-needed basis
- Works with supervisor and executive to assist with the onboarding process
- Consults with supervisor for further guidance as needed

**Mentor** – Foster a trusting, two-way relationship while providing guidance, support, and encouragement for the executive’s long-term professional development. The mentor should be an experienced member of the organization outside the executive’s chain of supervision.

- Serves for a minimum of 5 months after the first 30 days of the executive’s arrival
- Shares knowledge and experience
- Serves as a sounding board and provides feedback to the executive during periods of learning, growth, or change
- Provides guidance based on the executive’s learning and developmental needs
- Orients the executive on organizational/agency structure and operation
- Helps executive learn about and adjust to the organizational culture
- Introduces and connects executive to other professionals within and outside the agency to expand their professional network
- Encourages the executive to pursue professional goals and persevere in the face of challenges
- Allocates time and energy (2 hours a month on average)

**Executive** – As a participant in the DOC-wide Mentoring Program, the executive will be responsible for:

- Scheduling appointments
- Cancelling scheduled appointments with mentor within 24 hours if unable to attend
- Attending scheduled webinars
- Engaging with mentor to set goals and create a Mentoring Action Plan (MAP)
- Re-evaluating mentoring goals (and progress) periodically to make sure they are still relevant and practical
- Providing updates on progress toward established goals

## The Role of Coaches

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**Coach** – Certified by the International Coach Federation (ICF) or trained through the OPM Federal Internal Coaching Training Program. They will work with executives through a formal, professional arrangement to help the executive focus on specific developmental areas.

The coach will be someone from outside the DOC to provide the executive a sense of confidentiality, objectivity, and a fresh perspective. The coach will encourage more frank discussions (without raising concerns about the coach's affiliation within the organization).

Coaching enhances existing skills and/or facilitates the acquisition of new skills related to the executive's position/role. Coaching generates learning and clarity for forward-looking action with a commitment to measurable outcomes. A coaching arrangement is mutually designed and both parties must clearly understand the purpose of the coaching and the results to be achieved.

- Serves after the first 90 days of the executive's arrival
- Maintains a structured approach to the coaching conversation without a fixed agenda
- Maintains confidentiality and trust
- Partners in the creation of an EDP that includes competencies to be leveraged or enhanced to help the executive achieve specific goals
- Keeps focus on agenda and goals, and probes for understanding of issues
- Allows executive to arrive at their own conclusions
- Determines if executive is motivated in taking action on established goals
- Requests a progress report on agreed upon action steps
- Affirms successes on accomplishments, deepens learning as necessary, and discusses any roadblocks on action steps that have not been completed

**Executive** – As a participant in the coaching, the executive is responsible for:

- Cancelling scheduled appointments with coach within 24 hours if unable to attend
- Openly engaging with coach to set goals and create an EDP
- Being accountable for results defined in the EDP
- Providing update on action steps
- Providing updates on progress toward established goals

## **Evaluating Program Success**

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The SES Onboarding Pilot Program will be evaluated at 30 days, 9 months, and 10 months (a month after the 9-month pilot program is concluded). The Office of Executive Resources at each bureau will get the initial feedback from executives after the first 30 days into the program. Once the pilot program is completed, the Office of Human Capital Strategy & Diversity will administer the applicable survey to the executives and their supervisors using an online survey tool. The survey questions will be rated using a 5-point Likert scale.

The executives will receive a 12-question survey to assess the success of the SES Onboarding Pilot Program in helping them achieve the objectives of the program, which are to:

1. Assimilate into the DOC
2. Achieve high performance, and
3. Contribute positively to employee engagement

The second survey has eight questions for the executive's supervisor, who will assess the executive's performance based on observations.

Following the surveys, the Office of Human Capital Strategy & Diversity will facilitate a focus-group session with executives who participated in the program to collect more information about the program's effectiveness and to solicit additional suggestions for improvement.

## APPENDIX 1 – Executive Development

The following competencies are critical for success as an executive in the Federal Government, with particular emphasis at the U.S. Department of Commerce. We encourage you to seek additional developmental opportunities to strengthen these competencies.

- Strategic Thinking
  - Risk Tolerance
- Vision
- Creativity and Innovation
- External Awareness
  - Self-Awareness
  - Conflict Management
  - Decisiveness
- Influencing/Negotiating
  - Effective Communication
  - Collaboration

As part of the SES Onboarding Pilot Program, we recommend completion of the offerings listed below by topic. The topics are not all-inclusive of the available leadership and developmental opportunities for executives; some may supplement the mandatory training required of Federal employees and/or supervisors.

The goal is to foster continued learning linked to the department’s strategic goals. These are areas of focus to strengthen your ability to provide leadership in a multi-functional environment and to foster cross-organizational collaboration.

Topic	Sponsor	Link and Comments
SES Performance Management	Bureau Executive Resources Office	<a href="http://hr.commerce.gov/Practitioners/SESPolicies/PRODO1_010030">http://hr.commerce.gov/Practitioners/SESPolicies/PRODO1_010030</a>
Ethics	Office of General Counsel	This is an annual training requirement.
Leadership for a Democratic Society	Federal Executive Institute	<a href="https://leadership.opm.gov/programs.aspx?c=5">https://leadership.opm.gov/programs.aspx?c=5</a>
Organizational Performance	Office of the Secretary, Office of Performance, Evaluation and Risk Management (DOC)	This training is offered in person on a quarterly basis.
Leadership Books	Executive (self)	Read select books and articles on “Leadership” in the first 90–120 days.

Check with local universities, colleges, and training organizations nation-wide for executive developmental opportunities appropriate for Federal leaders. Here are a few resources for executive leadership:

### **Center for Leadership Development**

OPM's Center for Leadership Development is dedicated to transforming leaders to better serve the Federal Government. We offer educational programs built on the Executive Core Qualifications (ECQs) for every stage of your career. As the government-designated provider of agency, interagency, and tri-sector leadership development, we offer government-to-government educational courses, certificate programs, tailored solutions, and technology systems by USA Learning to respond to your immediate challenges and emerging needs. Innovative services are delivered through e-Learning, in classroom settings, at residential centers of the Federal Executive Institute in Charlottesville, Virginia, the Eastern Management Development Center in Washington, D.C., and the Western Management Development Center in Denver, Colorado, your home agency, and locations across the United States.

### **Federal Executive Institute**

The Federal Executive Institute (FEI) helps senior government leaders improve the performance of their organizations. The FEI offers the Leadership for a Democratic Society Program ([LDS](#)), custom programs, and interagency courses.

FEI's programs are designed to help executives perform effectively as the top leaders of the U.S. civil service. As leaders with responsibility for running the agencies that defend, protect, regulate, and support our Nation and its citizens, and for working effectively with each Presidential Administration and its political appointees, Federal executives are unique among managers. Performance is not measured by "bottom line" numbers or market indicators. Stewardship of the public trust requires a clear understanding of the basic values that support the democratic process and literacy in the fundamental documents that express those belief systems.

The U.S. Constitution is used as the principal guide in helping you understand the diverse goals of the government and the citizens you serve. The FEI fosters executives who excel in a 21st-century world while remaining connected to the Constitutional principles forged in the 18th century. We invite you to join both worlds at the FEI.

Through FEI programs, Senior Executive Service and GS-15 executives learn to:

- Better serve the people of the United States in accordance with the Constitution
- Build networks with other senior executives across the government
- Gain insights that will improve leadership performance
- Establish a leadership legacy that supports the organization's mission for years to come

### **Graduate School USA**

Focused on developing current and future Federal executives, managers, and leaders, Graduate School USA leadership programs strengthen both individual and organizational performance. They offer long-term (2 months to 1 year) career development programs for individuals at various government levels. Their programs provide a broad range of executive, managerial, and leadership training, plus continuing

opportunities for professional development. We are committed to helping you become a better leader. (For more information, contact the Center for Leadership and Management at [clm@graduateschool.edu](mailto:clm@graduateschool.edu) or (202) 314-3580).

### **Ken Blanchard Companies**

[www.kenblanchard.com](http://www.kenblanchard.com)

Ken Blanchard Companies are dedicated to making a difference for people and their organizations. Using a collaborative diagnostic process, Blanchard has helped some of the world's leading organizations solve complex business issues, achieve measurable results, and develop leadership capacity to improve productivity and performance.

### **The Brookings Institute**

[www.brookings.edu](http://www.brookings.edu)

The Brookings Institute brings together more than 300 leading experts in government and academia from all over the world that provide the highest quality research, policy recommendations, and analysis on a full range of public policy issues.

### **John F. Kennedy School**

[www.jfku.edu](http://www.jfku.edu)

John F. Kennedy University offers a high quality education that will prepare you to advance your career and organization. The university offers innovative and nationally recognized programs that will help you realize personal and professional growth. Our collaborative learning environment will challenge you to expand your intellect and prepare you to contribute to your profession and organization.

### **American University**

<http://www.american.edu/spa/key/why-key-certificate.cfm>

The American University's Key Executive Leadership certificate is based on the ECQs developed by OPM, and is designed to provide a unique experience for enthusiastic and seasoned managers who have an interest in strengthening management skills, heightening leadership skills, and furthering their public service careers.

## APPENDIX 2 – Executive Development Plan

The Executive Development Plan serves as the “road map” for all short-term and long-term training and development activities that are intended to enhance an executive’s leadership skills, attributes, and performance. Plans should be reviewed and updated on a yearly basis between the executive and the supervisor.

	
<h3>Executive Development Plan (EDP) for the Senior Executive Service (SES)</h3>	
<p>Developmental activities, whether participating in a detail assignment, taking a course, or reading a book, should develop a broader perspective and deeper knowledge of the agency and Federal government.</p>	
NAME	POSITION
ORGANIZATION (Bureau/Office)	
<p>DEVELOPMENTAL OBJECTIVES</p> <p><i>My objectives for the next year are:</i></p>	
EMPLOYEE – Signature	DATE
SUPERVISOR – Signature	DATE
MENTOR/EXECUTIVE COACH –Signature (OPTIONAL)	DATE
BUREAU’S EXECUTIVE RESOURCES BOARD – Signature	DATE

## Executive Development Plan

Name:

Personal Development Goals	Rationale	Competencies Addressed	Actions Required	Deadline	Resources	Progress Review
	Organizational and personal relevance:	Organizational competencies:	Learning activities:	Target completion:	Resources needed:	How and when I will measure progress:
Goal 1						
Goal 2						
Goal 3						

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Employee Initials

Date

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Supervisor Initials

Date

## **APPENDIX 3 – RESOURCES & LINKS**

### **Commerce Connection (BETA)**

<https://connection.commerce.gov/>

### **Strengthening Employee Engagement and Organizational Performance Memo**

<https://www.whitehouse.gov/sites/default/files/omb/memoranda/2015/m-15-04.pdf>

### **Federal Coaching Network**

<https://www.opm.gov/wiki/training/Coaching-in-Government/Print.aspx>

### **New Career SES Orientation Briefing Registration**

[https://leadership.opm.gov/register\\_SES.aspx](https://leadership.opm.gov/register_SES.aspx)

### **Office of Personnel Management (OPM) SES site**

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

### **Partnership for Public Service**

<http://ourpublicservice.org/>

### **OPM Federal Training and Development Wiki**

<http://www.opm.gov/WIKI/training/Executive-Development.ashx>

### **Unlocking Federal Talent**

<https://www.unlocktalent.gov/>

## APPENDIX 4 – SES Onboarding Program Executive’s Checklist



### U.S. Department of Commerce Senior Executive Service Onboarding Pilot Program Executive’s Checklist



#### EXECUTIVE INFORMATION

Name: \_\_\_\_\_ Start date: \_\_\_\_\_  
Position: \_\_\_\_\_ Supervisor: \_\_\_\_\_

#### Day 1/Week 1

- Review performance plan and meet with supervisor for initial consultation on plan content
- Register for OPM’s SES Orientation Briefing for new executives ([https://leadership.opm.gov/register\\_SES.aspx](https://leadership.opm.gov/register_SES.aspx))
- Complete any necessary training as described during the pre-boarding phase
- Meet with direct reports and staff
- Complete any paperwork and security requirements that were not completed during the pre-boarding phase
- Meet with Sponsor

#### 30 Days

- Create Action Plan  
An action plan will be developed after you have determined the vision, mission, objectives, and strategies of your group. You will use an action plan to prioritize issues and ensure solutions align with the mission of the agency. The action plan can take the form of a set of strategic questions you should ask and get the answers to over time, in order to better understand the agency.
  - A sample of strategic questions can be found on pages 18-20 from the **“Hit the Ground Running: Establishing A Model Executive Onboarding Program”** document located at: [http://www.opm.gov/policy-data-oversight/training-and-development/hit\\_the\\_ground\\_running\\_establishing\\_a\\_model\\_executive\\_onboarding\\_framework\\_2011.pdf](http://www.opm.gov/policy-data-oversight/training-and-development/hit_the_ground_running_establishing_a_model_executive_onboarding_framework_2011.pdf)
- Complete consultation with supervisor on performance plan; sign plan and keep a copy
- Schedule meetings with key stakeholders (consult with supervisor and mentor to identify stakeholders)
- Seek out unwritten rules through discussion with sponsor
- Close out sponsor relationship
- Meet with Mentor and establish mentoring Action Plan

#### 90 Days

- Create an Executive Development Plan (EDP) with supervisor
- Identify professional developmental opportunities
- Review performance objectives with supervisor
- Schedule a formal feedback session with supervisor and mentor
- Identify and meet with coach

## 9 Months

- Schedule a formal progress review with supervisor
- Sign performance plan to confirm completion of progress review
- Revisit Executive Development Plan to assess professional development goals and track progress
- Follow up with coach to review and assess:
  - Progress in current position
  - Individual development
  - Action Plan
  - Career goals
  - Reflect on role
  
- Attend OPM's SES Orientation Briefing (if applicable)
- Close out mentoring and coaching relationship

## APPENDIX 5 – SES Onboarding Program Supervisor’s Checklist



### U.S. Department of Commerce Senior Executive Service Onboarding Pilot Program Supervisor’s Checklist



#### EXECUTIVE INFORMATION

Executive’s Name:

Start date:

Assigned Sponsor:

Supervisor:

#### Pre-Boarding

- Assign an executive sponsor. A sponsor accelerates the new executive’s ability to quickly address and properly deal with early confusing issues
- Contact new executive and welcome to the team
- Provide list of recurring meetings

#### Day 1/Week 1

- Introduce the executive to direct reports, staff, senior leaders, etc.
- Introduce the executive to his or her assigned sponsor
- Meet with executive to ensure job roles and responsibilities are clearly communicated
- Provide list of key stakeholders and agency leaders
- Announce the arrival of the executive and include a biography
- Conduct initial consultation with executive on performance plan content
- Conduct a briefing/ transition meeting that includes:
  - Organizational history, culture, priorities and “lessons learned”
  - Fact sheets on the “hot issues” that require attention within the first 90 days
  - Introduction to personnel policies and rules
  - Discuss initial projects and roles and responsibilities, including past performance standards
  - Discuss individual work styles and preferences

#### 30 Days

- Complete consultation with executive on performance plan
- Finalize and sign the performance plan, keep a copy and provide the original to the appropriate office

## 90 Days

- Discuss the Executive Development Plan (EDP) with executive
- Discuss professional developmental opportunities with executive
- Provide the executive with resources, tools, and time to successfully accomplish tasks

## 9 Months

- Have a formal review with executive
- Sign performance plan to confirm completion of progress review