U.S. Office of Personnel Management

Executive Resources

Standard Operating Procedures

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SES Onboarding

<u>Purpose</u>

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

<u>Lead Agent</u>

OPM Human Resources is the lead organization responsible for the oversight of this program.

<u>Executive Onboarding Intent</u>

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.

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.

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.

<u>Onboarding 101</u>

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.

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

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.

Onboarding Pilot at a Glance.

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 the HR Director and the 90 day the HR Director.

Program Goals

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 the HR Directors. The surveys will serve to check the following:

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

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.

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 the HR Directors 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

❒ Attend HR Onboarding. The briefing provides an overview of OPM HR's role in managing the lifecycle for the Senior Executive. Presentations include:
 	
    o Completion of hiring documents.
    o Overview of benefits, performance management, and ethics requirements.

❒ 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

❒ Attend Executive Onboarding Briefing with:
 	
    o HR Director
    o Chief Operating Office
    o Chief Financial Officer
    o Chief Information Officer
    o Director – Facilities, Security, & Contracting

❒ Not later than 30 days from appointment, complete the Financial Disclosure requirement (if applicable).
❒ Work with supervisor to draft performance objectives.
❒ Review and sign performance plan.
❒ Draft Executive Development Plan (EDP) with supervisor.

❒ Schedule required leader development training. Examples are:
    o Executive Coaching (where identified on EDP).
    o OPM SES Briefing for New Executives.

❒ Complete bio and photo. Contact Office of Communications
❒ Schedule a formal feedback session with supervisor.
❒ Discuss with supervisor what are your roles and responsibilities, individual work style and preferences,

and your supervisor's performance expectations.
☐ 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.
☐ Schedule "meet-n-greet" appointments with key stakeholders from other organizations (e.g., programs, policies, and operations). Consult with supervisor to confirm stakeholders.

☐ Schedule a briefing or transition meeting with supervisor to gain information about your work group. The briefing will include:
    o   The 12-month calendar and a letter from the previous. You should gain a perspective on organizational history, culture, priorities and "lessons learned."
    o   Fact sheets on the 'hot issues' that will require your attention within the first 90 days.
    o   A quick introduction to personnel policies and rules (financial do's and don'ts, acquisitions, hiring, firing and contractor support).
    o   A discussion of initial projects and roles and responsibilities, including past performance standards.
    o   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
☐ Read "The First 90 Days in Government" book provided during Executive Onboarding Briefing with HR Director
☐ Complete EDP.
☐ Sign and submit completed EDP to OPM HR.
☐ 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
☐ 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.
☐ Schedule a formal feedback session with supervisor.
☐ Revisit the EDP to assess professional development goals and track progress.
☐ Meet with OPM HR to provide feedback on your experience after 6 months.

EXECUTIVE ONBOARDING CHECKLIST FOR EXECUTIVE RESOURCES COORDINATOR

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

FIRST DAY
TASK
☐ Pick up Executive at guards desk in lobby
☐ Do one-on-one orientation in HR
☐ Email the following:
☐ SES Performance Information
☐ Public Financial Disclosure Memo
☐ Post-Employment Restrictions Memo (if applicable)
☐ Executive Checklist
☐ Secure Permanent Parking
☐ Escort Executive to Security Office for Badging
☐ Add Exective to SES Distribution List
☐ Present Sponsor with checklist and to request that he/she meets with the new Executive
☐ Update SES Incumbent Spreadsheet

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

FIRST 30 DAYS
TASK
❐ Executive feedback – send survey to collect Onboarding Program Feedback   ❐ Ensure meetings with office heads and sponsor have occurred
❐ Collect EDP from Executive
❐ Send Introductory Email to the rest of the SES

QUARTERLY
TASK
❐ Send information regarding SES Briefing for New Career Senior Executives
❐ Begin organizing Welcome Ceremony (if at least 3 executives have onboarded)

EXECUTIVE ONBOARDING CHECKLIST
FOR
SUPERVISOR

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

FIRST DAY
TASK
☐ Once executive completes HR Orientation, meet with new executive to discuss first day activities
☐ Ensure technical assistance is available to help new employee set up computer and access network resources
☐ Try to personalize experience with something unique for the new executive – welcome note, name plate, etc
☐ Give introductions to department staff and key personnel
☐ Provide tour of the following: • 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
☐ Provide new executive with overview of organization and its mission
☐ Ensure new executive understands his/her role in support of the organization and the OPM Strategic Plan
☐ 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 ANNOUNCMENT 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
☐ Provide the new employee information he/she needs about the organization
☐ Maintain daily contact with new employee for first week and then on an as needed basis
☐ Be available to answer day-to-day questions
☐ Help define the OPM Mission and explain agency, organizational, and executive culture
☐ Promote a positive image of the agency
☐ Work with supervisor to assist with the onboarding process
☐ Consult with supervisor for further guidance as needed

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

FIRST 30 DAYS
TASK
☐ Check in regularly with new employee during the first few weeks
☐ 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]

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