



DON Executive Onboarding Overview

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Background

2008

- DON Lifecycle Mgmt Directive (August)
- Value Stream Analysis (October)

2009

- Benchmark, Research & VSA work
- Develop Framework & Tools

2010

- Executive Onboarding Pilot
- Feedback & Process Improvement



Executive Onboarding Program

Strategic Objectives

- ❑ Establish and implement onboarding program as an important lever of the Executive Lifecycle
- ❑ Build and sustain high performance executive culture by accelerating assimilation in first weeks and months on the job
- ❑ Create set of integrated processes, activities and services to help executives make rapid transitions and deliver on DON mission
- ❑ Instill departmental appreciation and commitment to Total Force by helping executives understand the culture, identify stakeholders and establish areas of influence
- ❑ Provide standard learning & development curriculum at entry to support newly appointed executives
- ❑ Accelerate performance effectiveness with use of coaches, mentors and strategic networks
- ❑ Ensure competitive advantage by promoting executive retention, engagement and long-term success

Executive Lifecycle





Onboarding Program: At A Glance*

Initiated by Selecting Official and Command POC in partnership with EMPO

Before Selection is Made – Interview onsite to review mission, vision, job & tour organization

Command Makes Selection – Processes to Complete Before Day 1

(1) Offer letter/Welcome handbook (2) Security/Drug Test (3) Set up office, computer and phone (4) Assign Sponsor/Peer Advisor (5) Contact Employee for Q&A (6) Schedule office visit and meet-n-greet with Execs/Staff (7) Communicate required Executive learning curriculum

Day 1	1 st Week	First 30 days	First 90 days	1 st Year
<ul style="list-style-type: none"> •Senior Leader welcomes Exec •Deep dive on mission, org •Meeting to complete in-processing/benefits •Security/badge processing •Introduce new exec to sponsor/peer advisor •Provide key stakeholder list •Lunch with other Execs/Senior Military Leadership 	<ul style="list-style-type: none"> •Exec is introduced to staff & senior coworkers •Supervisor/Exec review org structure/ key staff •Supervisor/Exec review of roles and responsibilities •Provide protocol training •Supervisor provides highlights of Accelerating Leadership Transitions workshop •Review SES Competency Model 	<ul style="list-style-type: none"> •Set/Review performance objectives •Review list of required/recommended learning (NFLEX, OPM SES Briefing, etc.) •Explore/Set development goals •Discuss Mentor matching •Discuss broader exec development •Confirm appropriate systems access (Succession Management, etc.) •Ethics counselor meeting •Onboarding Questionnaire 	<ul style="list-style-type: none"> •Exec schedules meetings with stakeholders •Exec seeks/provides performance feedback •Executive Coaching •Exec continues with mentorship •Exec has recurring check-in with sponsor •New Leader Assimilation (future) •Onboarding Questionnaire 	<ul style="list-style-type: none"> •Ongoing learning & development •Exec broadens networks •Succession Management role/responsibilities •Exec assesses performance and provides feedback •Remind Exec at 6 & 12 month mark to conduct performance reviews •Onboarding Questionnaire: 6 & 12 mos.
Prepare	Enable	Support	Engage	

*List illustrates sampling of key activities, processes and services at each interval





Program Measurement

Measure	Metric
Understanding of my department's objectives and overall structure	<ul style="list-style-type: none"> Employee Evaluations
Understanding of my Command's objectives and overall structure	<ul style="list-style-type: none"> Employee Evaluations
Understanding of the DONs objectives and overall structure	<ul style="list-style-type: none"> Employee Evaluations
Understanding of how my work aligns to DON Mission	<ul style="list-style-type: none"> Employee Evaluations
Forming of relationships and expansion of network	<ul style="list-style-type: none"> Use of Mentor Executive Coach/ Competencies/360 Assessment Learning/Development/Networking events attended
Extent to which executive achieves results	<ul style="list-style-type: none"> Performance Ratings Awards/Recognition received Invitations to join Joint Task Forces Special Advisor roles Special Assignments offered

Four Evaluation Points: 30 days, 90 days, 6 months and 1 year





Lessons Learned from Pilot/Reinforcement

- Selecting official/supervisor engagement is important
 - Generals/Flag Officers
 - SES

- Tailor onboarding experience
 - Internal vs. external promotion
 - Multiple executive positions call for different needs

- Connect with new executives on a regular basis

- Automate where it makes sense





Ad-hoc and Periodic Offerings

- Town Hall Meetings

- Lunch with the Under Secretary of the Navy

- Senior Executive Seminar

- Flash Mentoring





Coming in FY12: 21st Century Leadership

Department of the Navy Executive Leadership Program



21st Century Leadership (Part I)

- 5-day classroom program
- Obtain 360 feedback regarding leadership competence & potential
- Enhance personal leadership competence while building “one department” DON community and strengthening commitment to Navy and Marine Corps greatness

21st Century Leadership (Part II)

- Action learning program concurrent with day job (4-6 classroom days over 3-6 month period)
- Apply and reinforce classroom program content while solving a “vexing” DON problem with a cohort group; teams receive problem charter from DON top executive(s)
- Obtain feedback from executive coach, sponsor, and peers regarding leadership demonstrated as a team member in the group project





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DON HR Public Web site:

<http://www.public.navy.mil/donhr/executivemanagement/ExecutiveOpportunitiesandRecruitment/Pages/Onboarding.aspx>

QUESTIONS?

