



Executive Women in Motion (EWIM): Pathways to the Senior Executive Service Toolkit

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Executive Women in Motion (EWIM): Pathways to the Senior Executive Service Toolkit

Purpose

This toolkit provides guidance for hosting Executive Women in Motion (EWIM) sessions with the intent to strengthen and increase interest and application to the Federal Government’s Senior Executive Service (SES).

The EWIM program is a leadership education and recruitment strategy implemented by OPM in 2014.* EWIM’s purpose supports: 1) the White House Initiative, Equal Futures Partnership (see: <https://www.equal-futures.org/members>; <https://2009-2017.state.gov/s/gwi/equalfutures/index.htm>) and 2) encourages senior employees, male and female, with leadership potential to pursue a career path in the SES.

Across the Nation, Federal employees and agencies value the EWIM program as a resource in preparing for leadership roles. Institutionalizing EWIM as a strategic workforce strategy is an ongoing process for Federal agencies and Federal Executive Board (FEB) communities. EWIM is a training tool for building leadership in the Federal Government.

The toolkit provides the following:

- Background information
- Roles for host agency and the U.S. Office of Personnel Management (OPM)
- Planning checklist
- Sample SES mentor recruitment messages, agendas, announcements, and OPM resources for EWIM Phase I or II sessions

* As of June 2021, OPM EHRI data states a total 8,025 SES members: 63 percent male (5,055) and 37 percent female (2,970).



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Fact Sheet

EWIM's mission is to promote the advancement of women and men in the SES through interagency mentoring, collaboration, and knowledge-sharing.

EWIM objectives:

- Motivate Federal women and men to enter the SES
- Expand the EWIM program and institutionalize it as a Governmentwide training tool
- Increase leadership capacity and build a pipeline of potential leaders for the 21st Century Workforce

Frequently Asked Questions

Q. Why did OPM develop the program?

A. Building workforce leaders of the 21st Century is critical to the future of the Federal Government. Leadership development, succession planning, and knowledge transfer using mentoring as a tool is critical to workforce development.

OPM provides guidance to Federal agencies under the authority of 5 U.S.C. chapter 41, E.O. 11348, and 5 CFR 410.203, to ensure organizations have the guidance and tools necessary to close skills gaps and develop leaders for government. A diverse leadership comprised of men and women with vision, commitment to the mission, experience, and understanding the complex systems that define our Country's laws, regulations, and mode of operation is essential.

Q. What are the components of an EWIM event?

A. Each EWIM session is a full day that includes a local SES keynote speaker, OPM Executive Core Qualification (ECQ) presentation, flash mentoring with SES mentors, and networking. The session targets Federal employees at the GS 13-15 grade levels. Session objectives:

- Provide an overview of the SES hiring process and the role of the Qualification Review Board
- Provide further insight into the ECQs and how they relate to the SES
- Promote and encourage interagency collaborations and networking

Q. How is the success of the EWIM session measured?

A. Each session ends with participants completing an onsite survey. In addition, OPM sends a Level III survey to participants who attended an EWIM event; participants receive the survey six months to a year after attending the session.

Q. Where have EWIM sessions taken place?

A. EWIM events have been hosted by FEBs in the following locations: Atlanta, Baltimore, Boston, Chicago, Cleveland, Colorado, Dallas-Fort Worth, Detroit, Kansas City, Los Angeles, Newark, Philadelphia, San Antonio, San Francisco, Seattle, and St. Louis. EWIM events have also occurred in Washington, DC, with the following host agencies: Equal Employment Opportunity Commission, Department of Education, Department of Energy, Department of Homeland Security, National Institutes of Health, Nuclear Regulatory Commission, United States Census Bureau, United States Office of Personnel Management, and the White House. Participants have overwhelmingly provided positive feedback on their experience, and survey results indicate participants would recommend EWIM events to their colleagues.

Q. What is the cost to host or attend an EWIM session?

A. There is no registration fee to attend EWIM events. Employees should obtain supervisory approval to attend the training.



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Planning Documents





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Roles

Host Agency

- Contact OPM about hosting an EWIM session
- Identify project manager for the event
- Determine support team
- Reserve venue
- Recruit/confirm SES mentors
- Recruit/confirm SES keynote speaker
- Identify session moderator
- Locate Human Resource personnel or Train-the-Trainer for ECQ presentation
- Provide OPM with scanned copy of EWIM check-in list (name, email address, agency) and completed onsite surveys

OPM

- Serve as consultant, as appropriate, on how to organize the session, locate presenters & mentors, and respond to inquiries.



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Planning Checklist

Preparation

- Conduct weekly planning meetings
- Secure venue; setup schematic of round tables to sit 6-8 people (or two 6-foot tables to form a pod)
- Review security clearance for building entrance
- Identify and confirm SES keynote speaker(s)
- Identify and confirm SES flash mentors (not GS-15s or SL/STs), including political appointees (ideal mentor/mentee ratio: 1-6)
- Obtain mentor's title, agency, years in the SES, and words of wisdom (100 characters)
- Conduct orientation session for SES mentors (one week prior to session)
- Identify moderator(s) for the day
- Print agenda and onsite surveys; agenda should include: mentor's title, agency, years in the SES, and words of wisdom
- Obtain drawing tickets and identify items for giveaway (e.g., leadership books, portfolio, ink pen, etc.)
- Recruit mentees using electronic registration and provide registration list with emails to OPM

On Site

- Set up tables/room schematic one day in advance (if possible)
- Registration table for participants and mentors to sign-in (provide participants with pre-numbered table assignments, distribute randomly)
- Extra laptop for presentation (load presentations in advance of session)
- Equipment check: Portable microphone and/or lavalier microphones



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Session End

- Provide each participant a bookmark for returning a completed survey
- Mentor thank you letters/certificates (provided onsite)
- Photograph of SES mentors (identify and secure a photographer)
- Scan completed onsite surveys and send to OPM
- After Action Review of event with OPM
 - What worked well
 - What needs improvement
 - Best practices and lessons learned

Materials

- Name tags for team members hosting the event (e.g., host sponsor, FEB, agency point of contact)
- Pre-printed tent cards for mentors
- Tent cards for participants (assign table numbers at registration sign-in)
- Markers or ink pens
- Thank you letters/certificates for mentors and keynote speaker
- Letter holder folders for mentor and keynote speaker thank you letters
- Table décor; such as tablecloths, centerpieces, table numbers (optional)
- Tickets or business cards for giveaway drawing (optional)
- Leadership books for giveaway items (optional)
- Bookmarks for survey completion (optional)



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Phase I Documents





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Recruitment Message for SES Flash Mentors

The XXXXX invites you to participate in an upcoming XXXXX session as a Senior Executive Service (SES) flash mentor.

Title: Executive Women in Motion: Pathways to the Senior Executive Service

Where: XXXXX

When: XXXXX. Please arrive 30 minutes prior for check-in.

Goal: To inspire Federal employees towards Senior Executive Service career paths.

Agenda: Keynote Address, Roundtable Discussions – Groups will participate in two to three 30-minute discussions (or rounds) where mentors and participants (one or two mentors with 6-8 participants) engage in interactive dialogue.

If you are able to join us, please confirm your attendance to XXXXX (email address) and include the following by XXXXX (date):

- **Name, Title, Agency, Years in the SES, Words of Wisdom (limit to 100 characters)**

We will also host a brief informational conference call on XXXXX and we will forward a calendar request. We thank you in advance for your willingness to participate in this event and contributing to the professional development of Federal employees who are interested in the SES.



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Confirmation Message for Senior Executive Service (SES) Flash Mentors

Dear XXXXX:

Thank you for your willingness to participate in the upcoming mentoring session, "XXXXX." This email is to confirm your participation as a mentor for this event.

The event will occur on XXXXX at the XXXXX. We ask that you arrive 30 minutes early. We will provide an agenda, and questions for you to consider when sharing your personal career experience and for your mentoring table discussions.

In preparation for this event, we request the following by XXXXX:

- **Name, Title, Agency, Years in the SES, Words of Wisdom (limit to 100 characters)**

Also, we will host a brief orientation prior to the event on XXXXX (date) at XXXXX (time). We will provide the teleconference number for the orientation soon. Again, we appreciate you taking the time to participate in this event and contributing to the professional development of Federal employees who are interested in the SES.

During the flash mentoring sessions, we will ask you to rotate clockwise to at least 3 or 4 tables. Below are potential questions for roundtable mentoring sessions:

- What was your career path towards the SES?
- Who were the key leaders or mentors that played a role on your SES journey?
- What obstacles or challenges did you encounter along the way, and how did you overcome them?
- What should a new SES member expect in level of pay and work requirements?
- How do I inspire other employees to move towards the SES?
- What is the value or reward in being a member of the SES?

Please let XXXXX know if you need any assistance. XXXXX can be reached via email at XXXXX or by telephone at XXXXX.



Executives in Motion (EWIM): Pathways to the Senior Executive Service Toolkit

Agenda

9:30am*: Welcome and Opening Remarks (**Moderator**)

9:50am-10:30am: A Mentor's Journey (**SES Keynote Speaker - provide three takeaway points**)

10:30am-12:00pm: Overview of the Executive Core Qualifications: Preparing for the Senior Executive Service (**Human Resources Expert or local Train-the-Trainer**)

12:00pm-1:15pm: Lunch

1:30pm: Introduction of SES Mentors (**Moderator**)

1:45pm-3:30pm: Flash Mentoring Rounds; Mentors move clockwise to new tables (**Moderator monitors time for each round and signals when mentors should move to the next table**)

3:30pm-4:00pm: Closing Remarks (**Moderator**)

4:00pm: Networking

*May adjust start time to 9:00am

Announcement

Title: XXXXX

Time: XXXXX

Date: XXXXX

Target Audience: GS-13 to GS-15 (or equivalent)

Objectives:

- Motivate Federal employees towards attaining opportunities in the SES
- Provide SES qualifications training and flash/situational mentoring with successful/inspiring SES women and men
- Facilitate interagency collaboration and networking
- Promote career growth and development

Featured speakers will include successful and inspiring local Federal executives, who will share their personal career experiences in becoming members of the SES and offer mentoring to those in attendance.

Activities: Presentations, Table Discussions, Mentoring, Networking

Registration Link: XXXXX



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SES Roundtable Questions for Flash Mentoring Sessions

- Who were the key leaders or mentors that played a role in your SES journey?
- What obstacles or challenges did you encounter along the way, and how did you overcome them?
- How do I keep myself inspired towards attaining an SES career?
- How do I inspire others to move towards the SES?
- What should a new SES member expect in level of pay and work requirements?

While sharing your personal career experiences, you may wish to consider the following questions:

- What was your career path to becoming an executive?
- What is the value or reward in being a member of the SES?



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Sample Senior Executives' Words of Wisdom

As members of the Senior Executive Service, we have gleaned sound advice from our own mentors and leaders that positively serve us in our careers.

Below are a few of these “words of wisdom” that we’d like to leave with you...

- **“Walk humbly!”**
- **“Be thankful for the important role that you have.”**
- **“Invest in people.”**
- **“Find yourself! Believe in yourself! Reach for the sky!”**
- **“Remember that to whom is given, much is required.”**
- **“Learn something new each day and endeavor to come back better, more skilled and more encouraged the next day.”**
- **“Nice Matters!”**



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Resources

OPM Policy Guides

- OPM Executive Development Best Practices Guide
- OPM Training and Development - Leadership Development
- OPM Proficiency Levels for Leadership Competencies
- Guide to Senior Executive Service Qualifications
- Senior Executive Service
- Executive Core Qualifications

OPM Websites

- <http://www.opm.gov>
- <https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/>
- <https://www.opm.gov/services-for-agencies/assessment-evaluation/leadership-assessments/>
 - Leadership Competency Assessment



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Onsite Survey*

Please indicate the primary reason(s) you participated in this session:

- To increase my leadership capacity (i.e., experience, ability)
- To increase my knowledge of the Senior Executive Service (SES)
- To participate in a flash mentoring session
- To network with SES members
- All of the above
- Other, please explain _____

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
This event increased my interest in the Senior Executive Service (SES).					
The keynote speech was helpful.					
The SES presentation was useful.					
I would recommend this event to others.					

What aspects did you enjoy most about the session? _____

How do you plan to use the information shared today? _____

What improvements would you suggest for our next session? _____

*OPM will provide electronic survey



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Phase II Documents





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Continuing the Pathways to the Senior Executive Service

Synopsis

A half-day session of mentoring roundtable sessions with local SES leaders on the five ECQs, information-sharing, and reflection activities (e.g. mind mapping). Participants will identify next steps, set goals, and begin harnessing their professional network.

Objectives

- Increase awareness about their career, career path, and trajectory
- Identify competencies, experiences, and exposure needed to develop, establish, and/or hone
- Understand the power of mindset
- Begin to manifest a desired future
- Leverage and expand their professional network



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Recruitment Message for SES Flash Mentors

Good Morning, XXXXX:

The U.S. Office of Personnel Management and the XXXXX Federal Executive Board are partnering again to host an *Executive Women in Motion (EWIM): Pathways to the Senior Executive Service* session. This session is EWIM Phase II and will focus on the Executive Core Qualifications (ECQ) and the qualifications necessary to pursue a Senior Executive Service (SES) position. We invite you to participate as a mentor who would address 6-8 mentees on one specific ECQ during the flash/group mentoring roundtable sessions.

The target audience is previous EWIM Phase I mentees (GS-13 through GS-15) who now wish to gain additional knowledge on the qualification requirements and competencies necessary for an SES career.

EWIM Phase II will cover all five ECQs: 1) Leading Change, 2) Leading People, 3) Results Driven, 4) Business Acumen, and 5) Building Coalitions. Each mentor will focus on one specific ECQ during the roundtable discussions.

The EWIM session (9:00am–12:00pm) includes a keynote speaker, short video on ECQs, and an exercise on career planning. We welcome your participation as a mentor for EWIM Phase II. Please identify which ECQ(s) you will discuss as the topic during the flash/group mentoring roundtable sessions. An orientation for mentors on (Date: XXXXX) will provide additional information on the agenda and expectations for the session.



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Agenda

8:30am: Welcome and Opening Remarks

8:45am: A Mentor's Journey (SES Keynote - focus on ECQ development)

9:15am: Mind Mapping Activity (Human Resources, Executive Resource Staff, or local Train-the-Trainer)

10:30am-12:00pm: Flash Mentoring (ECQ rounds); mentors or mentees can move to new tables between rounds

Announcement

You are invited to Executive Women in Motion: Continuing the Pathways to the Senior Executive Service (SES)

Date: XXXXX

Time: XXXXX

Audience: Prior *Executive Women in Motion (EWIM): Pathways to the Senior Executive Service* attendees and those focused on obtaining a SES position

Location: XXXXX

Before attending the session:

- Please watch the recorded video on SES and the ECQ's: <http://youtu.be/yV4liC82YZ4>
- [Review attached ECQ Narrative Checklist and Experience Framework](#)
- To register, please RSVP at XXXXX
- Priority will be given to previous EWIM attendee
- A detailed agenda will be sent to confirmed registrants



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SES Roundtable Questions for Flash Mentoring Sessions

Leading Change

- How do you deal with unexpected organization changes/obstacles (to internal or external pressure)?
- Talk about results you achieved that were significant and impacted your organization or agency.
- What steps have you taken as an Executive to transcend vision into action?
- What challenges have you encountered with change?

Leading People

- What are the challenges in leading a large staff?
- How did you overcome challenges to achieve agency mission goals?
- Describe actions you have taken to leverage diversity in your organization?
- Talk about steps you have taken to motivate staff suffering from low morale.

Results Driven

- Give examples of strategies necessary to set priorities and objectives that lead to high quality and quantifiable results.
- Describe problems and solutions implemented to improve products.
- Talk about your interactions with internal and external stakeholders to identify opportunities that build the organization.

Business Acumen

- Discuss the level of experience necessary to create and administer budgets and resources in an organization.
- Describe challenges you encountered with budgets and the resolutions selected.
- Talk about your organization's use of technology to create or improve programs.
- Share information on the depth and scope of knowledge necessary to work with a multi-sector workforce and achieve measurable productivity.

Building Coalitions

- How did you build coalitions with internal/external groups to achieve a goal?
- Describe strategies important in building alliances.
- Talk about challenges in bringing groups together and meeting stakeholder's expectations.
- Share some significant outcomes as a result of your actions to build coalitions.



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Tips for Successful EWIM In-Person or Virtual Sessions

- Planning is the key to success
 - Recruit and confirm SES Mentors at least one month in advance
 - The number of SES Mentors will determine mentor-mentee ratio or number of attendees
 - Contact OPM's SES Performance Management group for ECQ/QRB presentation
 - SESDevelopment@opm.gov
 - 202-606-2720
 - SESPM Office
 - SESPolicy@opm.gov
 - 202-606-8046
 - Market the event at least one month in advance of the event date
 - Eventbrite has registration and communication features
- Determine the setting for the EWIM session (in-person or virtual)
 - In-person session
 - Location
 - Room capacity
 - Date/Time
 - Host a virtual session
 - Select the web platform
 - Adobe Connect, MS Teams, WebEx, or Zoom
 - Web Platform capacity
 - Date/Time
 - Identify technical support team
 - Provide a separate phone line for individuals who may encounter fire wall restrictions with web platform; consider a live operator assisted phone line to unmute phone lines for questions during the event



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- Use Polls during the event to capture immediate feedback from audience.
- Use an online survey platform such as Survey Monkey for overall assessment of the EWIM session
 - Post the web survey link during the session to allow participants to complete the survey (e.g., note section on screen and provide verbal reminders during the event)
- Remember to send a copy of the overall survey results and registration lists to GWmentoring@opm.gov



***Executive Women in Motion (EWIM):
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OPM EWIM Team

GWmentoring@opm.gov

202-606-0913



U.S. Office of Personnel Management (OPM)

Federal Mentoring Resources
Cultivating the Future of Government